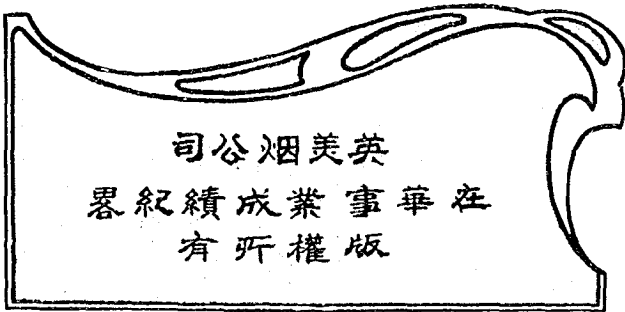


孔子曰  
以直  
報怨  
以德  
報德

英美烟  
公司  
有限公司  
在華事  
績紀畧

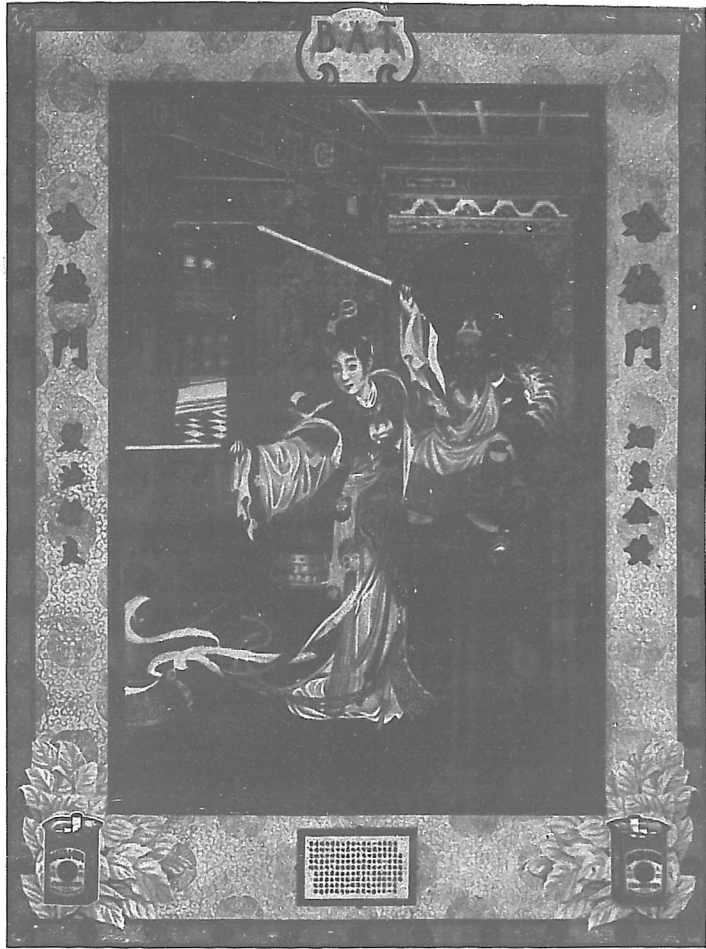




英 美 烟 公 司

在 華 事 業 成 績 昭 著

版 權 所 有



此畫之摹本乃英美烟公司  
 美衛部所繪印所刷  
 (版權所有)



## 英美烟公司在華事績紀略

### 英美烟公司締造之心源

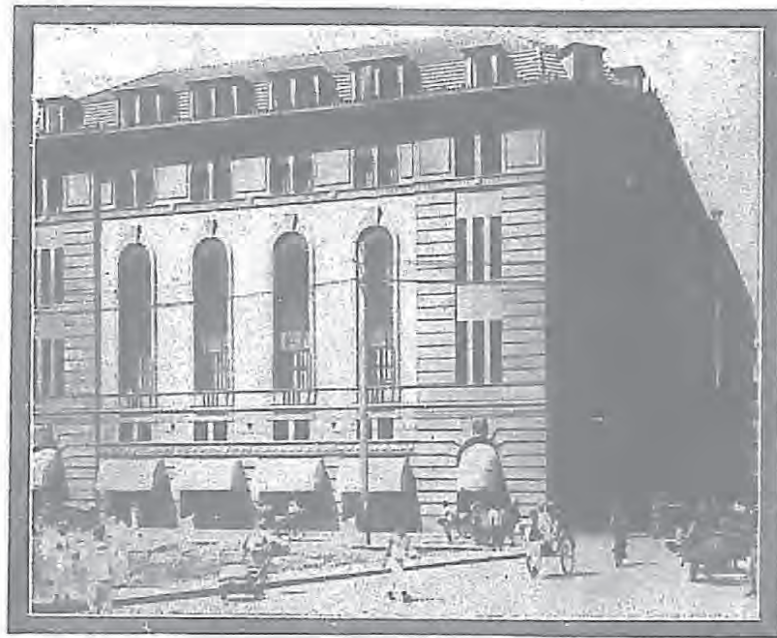
大凡一公司之建設。以狹義言之。固爲股東謀利。而以廣義言之。更欲有裨於社會。而馳譽於無窮。故邇來創立商業公司。於謀利外。對於社會。兼有一種服務性質。夫所謂服務者。卽對於工人。代理人。及公衆。服其義務者也。

英美烟公司自建設以來。始終持服務社會主義。無論盈虧。必將大部份所入。用爲工人代理人及公衆。謀其利益。雖間有野心之競爭家。設種種之方法。陰謀損壞該公司之信用。而該公司對於服務社會之初心。未嘗少衰。蓋該公司常服膺孔子以直報怨以德報德之訓言。斷不以少數野心家之惡意。而對於華人公共利益。有所少懈也。



紀略刊行之理由

英美烟公司紀略之刊行。非爲表其施惠於中國。亦非爲彼推銷廣告。不過表示人類互助之義。欲使人知該公司爲有益社會有補國家之企業耳。夫以野心家之同業。徒事爭勝。置商業道德於腦後。肆行一切破壞手段。以致少數華人。對於該公司生種種



屋房公辦建新海上在司公烟美英華駐

Another view of the executive offices of the British-American Tobacco Company (China), Ltd., in Shanghai.



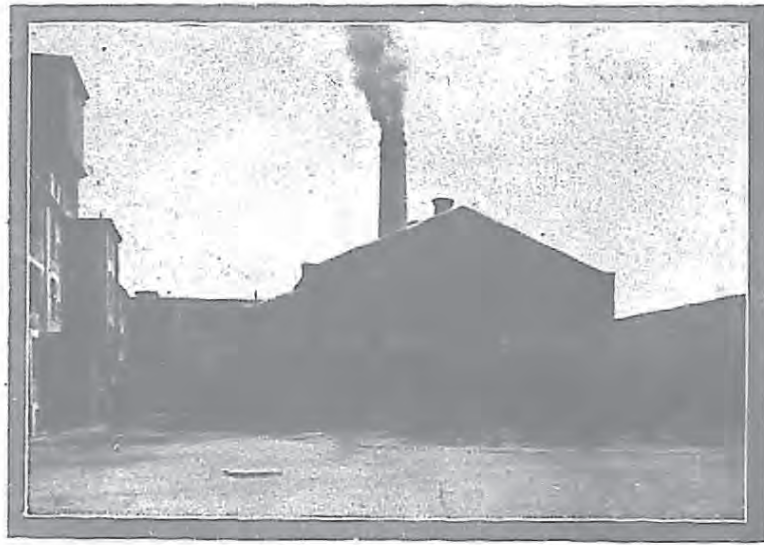
之誤會。而釀成惡感。但此種伎倆。不久自行消滅。蓋大多數華人心目中。不獨視該公司爲中國之良友。且深信該公司建設工業。能爲國家生聚上。資一大臂力。吾人定卜該公司與華人感情。與日俱深。因刊此紀略。藉以解釋少數誤會者。使生良好感覺。而棄仇爲友。俾該公司得永久與中國相資助也。

#### 烟草改良與吸法

考烟草一物。華人吸用。在數百年前。當時西人尙未識此爲何物也。其初華人之吸烟者。先將烟葉曝乾。切成細絲。用各種烟筒吸之。西人於十九世紀之初。遊歷中土。乃發見華人無貴賤男女。皆手持烟筒以吸烟。但其吸法。於烟草之美味。既未享受。而按於衛生之道。又殊欠講求。迨紙



烟發明。吸者始得一最清潔  
之佳品。而又爲最利便最滿  
意之新法。乃不負此烟草之  
精美。蓋紙烟之製法。乃機器  
所造成。整齊純潔。最有合於  
衛生者也。夫以機器製造紙  
烟。固完善矣。而製造紙烟機  
器之來華。英美烟公司實爲  
先河。當西歷一千八百九十  
年時。有美商老晉隆者。首輸  
入紙烟於中國。中國人士。酷  
嗜吸之。該公司以嗜吸者衆。



位地之好真最於處人工使廠工各司公烟英美。  
The most pleasant surroundings are arranged for the British-  
American Tobacco Company's factories.

謂宜在華自設機器。以廣製造。遂於翌年運入機器。就華創製中國之有紙烟機器。蓋導源於此。所謂老晉隆者。與該公司合作已久。爲該公司鼻祖。此卽該公司發展之第一步也。

### 英美烟公司實一萬國公司

英美烟公司乃合英美兩國紙烟製造家而成。蓋兩國製造家。知同行爲敵。必至兩敗而俱傷。不若通力合作。成一偉大製造家之爲愈。且兩國製造家。其烟枝式樣相同。而皆取材於美國之斐真尼亞及咖魯拉拿。故決計糾合製造品海牌、腳踏車牌、老刀牌、紅錫包牌、及三礮台牌之各烟公司。組織一偉大之新公司。以推銷各公司之出品於國外。以免同業競爭之損失。遂於一千九百零二年。創立



英美烟公司。設總行於倫敦及紐約。當時發起之最熱心者。首推已故杜卡。美國烟葉界中之泰斗也。英美烟公司雖祇設總行於倫敦及紐約。其實乃一萬國公司也。何以言之。蓋該公司股票。售於各國。各國市場。無不有該公司股票出售。各國人士。皆得購入股票。而與於股東之列。如華人欲為該公司股東一份子。則在上海。或其他通商口岸。向股票市場購入該公司股票。即能享公司一切利益。該公司管理之權。握於股東及職員手中。無論何國籍人。皆得為股東與職員。在中國營業者。由英商駐華英美烟公司（有限公司）經理。其中管理職員。各國籍人。俱有充當資格。更有其他數公司。與該公司有關係者。完全華人管理。而與該公司合作。此該公司所以為萬國公司也。

### 工業革命後之覺悟

今試執常人而問之曰。各國製造家。何以不別自分設小公司。而必合併爲一大公司。此非明瞭近代商業史者。不能答此問題也。蓋自工業革命。利用機器。製造所出。供過於求。不得不爲尾閭之洩。而將多數之出品。輸運國外。以廣銷場。又不得不爲原料之求。而向各國輸入。以供機器日造之需。此不獨業烟草者爲然。卽其他業鋼鐵織染木器者。莫不皆然。蓋工業日增。工程浩大。斷非小公司力量所能勝。是以各國眼光銳利之製造家。漸知同業競爭之無益。而必溝通合併。使成本可以減輕。物品可以改良。而社會得享價廉物美之益。且合衆資本而成一偉大資本。而則長袖善舞。資本雄厚。原料易收。機器彌大。而出品愈多。

而愈美。不甯惟是。商業要旨。非苟求推銷已貨已也。必使所出之物。能得社會一般之滿意。然後人皆樂用之。此各公司所以於工業革命後。宜合而不宜分。固亦取體大思精之意也。

商標爲貨物之表識

各公司合併之利。既如上所述。而合併後第一政策。卽爲使用商標。蓋往時人之購烟於肆者。其烟之優劣。非富有經驗而留心考究者。無從分析。自紙烟一出。有商標以表識之。則一望而知其美惡。該公司及經理人。深信商標之足以代表物品之價值。而邀用家之榮譽。遂致全力於斯。而貨物品質與公司優待標準。悉於是見之。猶銀樓之刊一紋字於銀器上。而真紋卽映人眼簾。此卽公司與買客



之優待券。而亦即公司物  
稱其價之保證書也。

出品與生活程度高  
低脗合

生活程度之高低。因人  
民入息之多少而異。此  
曾習經濟學者皆知之。  
中國一般勞動農工。終  
日胼胝。入資有限。在小  
資本之公司。勢難製價廉  
物美之貨。以供彼輩之求。  
若資本雄厚之大公司。則



烟紙之造製國中包裝法之生衛最用工女

These women workers are packing Chinese-made cigarettes  
under the most sanitary conditions.

於收買原料上。及製造上。推消上。事事推算。得以成本減輕。而收物美價廉之效果。以此供給一般生活較低之社會。綽然有餘。英美烟公司所以能製成優美紙烟。而取價極廉。人人皆得購吸。凡曾遊歷歐美者。皆能道之。此該公司實行其優待政策之實在情形也。

採用土產

大凡公司之宏大者。其製造日多。則其需料益富。每患原料難給。時思就地取材。以省運輸之費。故常考驗土產之能為原料者。即試用之。該公司之第一試驗者。即以中國所產之烟葉。在中國製造紙烟。且更精益求精。務使所出之品。駕英美舶來者而上之。以邀買客之滿意。並獎勵土著農夫。導以改良新法。使蕃植一種烟葉。無異於斐真尼



亞及魯拉拿產者。此該公司之所以能用土產。而製出精美紙烟。不讓英美出品也。

大工業之發展

中國工業中。其最偉大者。自以棉紗為首。而自該公司之試用中國土產烟葉。以製造紙烟。則紙烟業之在中國工業中。直可與棉紗業比肩矣。今就該公司用人而言。廠中男女華工。

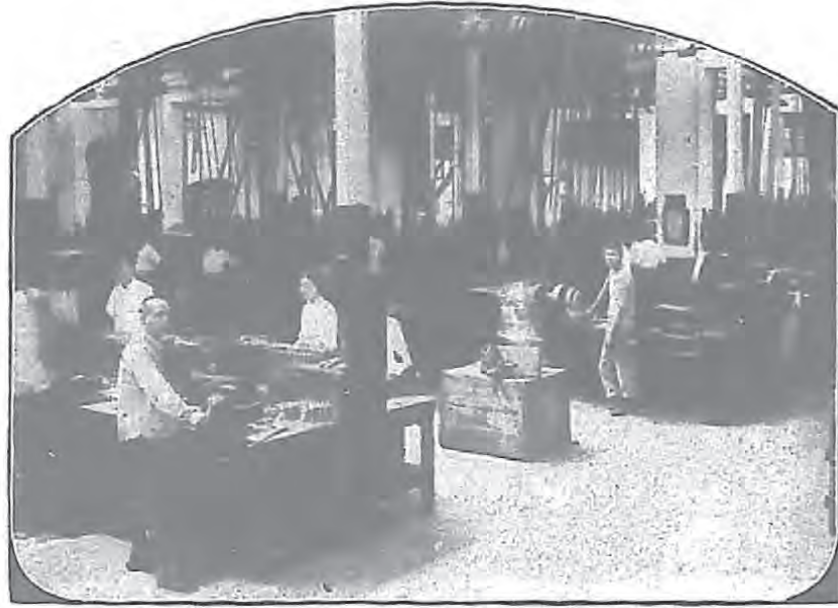


快愉作操氣通光透內間包裝中廠在工女  
 In the Packing Room of each factory, the women workers labour under the best conditions.

已達二萬五千人之數。倘一旦失此宏大之工廠。則彼輩無所容納。勢必散爲無業游民。於中國中北兩部。固未嘗不無影響也。該公司工廠之分設於中國境內者。包容全中國工人。其中部。則二廠設於上海浦東。二廠設於漢口。其在北部。則一廠設在天津。一廠設在奉天。一廠設在青島。此外如印刷所。錫紙廠。及機器廠之建設。皆容納工人不少也。

### 建設機器廠

該公司除製造紙烟。及印刷各種招牌廣告等外。更有機器廠在浦東。專製造新式製烟機。及一切機器零件。以備修理輸入機器之損壞者。該公司之宏願。尤欲該廠將來成爲製造中國全國內紙烟機器之名廠。現下該廠有多



廠該欲尤願宏之司公該成製內廠械機在件零器機切一  
器機烟紙內國全國中造製來將

In the Machine Shop (Iron Foundry) spare parts of machines  
are made. It is hoped that some day, the company  
will make its own machinery in China.

數華人學徒。其學成而  
出。能自立業。製造機器。  
以供競爭同業之用者。  
亦頗不乏人也。

新工業之出世

各工廠之成立。係該公  
司之試驗。當該公司初  
在中國創設時。見中國  
工人。毫無工業智識。一  
切工作。概依土法。所謂  
大製造工廠之建設。尙  
未知也。每見作工之人。



隱身於小肆櫃後。局促如轅下駒。物成於此。售物於此。小童之充作學徒者。終日勤作。所得無幾。衛生一道。更無論矣。此種積習。不特中國爲然。十九世紀之初。全球皆然。自歐洲機器發明。工廠日多。而後工人情形。大加改變。但建設工廠。非具大資本。不能有成。當時商人。誰敢出其資本。以爲企圖之試驗。該公司自始已知輸入新式工業於中國之必要。因其眼光之遠到。故甘於冒險。冀收效果於將來。且欲令華人與用戶皆滿意。故將所入之大部份。全用於中國。蓋因該公司股東與職員。爲數甚少。而工人與製造原料人。爲數甚多。茲就工人言之。已有二萬五千之數。就地所購之烟葉言之。其數亦極大。於此可見該公司大多數所入款。仍歸華人獲利也。

工業人才之造就

外間大多數人。不知該公司內容者。以爲該公司所用工人。大都皆粗工細作。如看管機器等職。其實不然。該公司所用男女工人。多具精巧歷練之才。有數種高等工程。須經大學教育。具有科學智識。始克勝任。故該公司亦可稱教育院之一種也。茲特將該公司培植各種人才。分列於左。

用科學法料理烟葉者。

用科學法製造烟葉者。

土木工程師。

電機師。

機器師。



理心之人國中習熟在問學門專其捷敏員職中其部告廣

The Advertising Department requires keen, quick men, who are specialists in understanding the psychology of the Chinese people.

各種高等自動機及  
 半自動機司機師。  
 印刷排板者。  
 機器印刷師。  
 石印印刷師。  
 美術家。  
 職員及司賬員。  
 推銷員。  
 推銷主任及職員。  
 專司廣告者。  
 製造影戲者。  
 專司轉運者。

化學家。  
繪圖家。

以上所列。皆各擅專長。非該公司平日盡心培植。曷克有此人才。且各部所用職員。多有由粗工村夫。練習純熟。遂成經驗之才。並有在該公司學成他就。或自立基業者。此該公司造就人才之明證也。

待遇職工之平等

大公司之用人。斷不能以私人之感情。有所偏庇。如該公司有二萬五千人。各董事安得人人盡識之。祇能量才錄用。故凡有益於公司。或有特異之才能。皆升用之。所以該公司中外職員。每有由微職而升要職者。故無論何人。皆有學習之資格。無論何職。皆有上升之機會。卽是以觀。該

公司實一工業最平等之公司。各工人皆受平等之待遇者也。

### 工廠建築之完美

該公司之建築各工廠也。皆精心構造。廠內透光及通氣。皆適合於光線空氣之度。工人日操作其間者。無困鬱之苦。此大公司之所以異於小肆也。蓋大公司資本雄厚。無憂費用不充。故能建設極大合式之工廠。然費用大小之差。恆視工人之多少以爲斷。例如三數人工作。決難有多餘費用。以改良室中光線空氣之度。迨至數十人工作。則稍有餘力。可以從事改良矣。至若聚數百人於一廠。則公司必將計工作之所盈。建透光通氣偉大之工廠。以期無害於工人身體之健康。而使其操作愉快。此該公司之工

人。所以常在較高度之地位也。

### 禁用童工

該公司不但竭其心力。研究工廠之設置。以利便工人而已。凡有裨於社會諸事。莫不注意及之。如尙無人提議禁用童工以前。該公司已先實行。蓋未成年之童子。乃學習年度。非工作年度也。此種理想。世人尙未道及。而該公司已先實行者。以該公司深悉工作情形。惟成年男女爲宜。殊不合於未成年之童子也。該公司現已設種種方法。以防廠內攙入童工。第按中國現在生活程度而言。一家數口。食指日繁。非人人工作。或不免於饑寒。先是該公司拒收十四歲童工。乃每有假增年歲。謀入工廠者。以中國人民生產。政府並無註冊。年歲真假。無從查悉。惟視其體格

之長短大小而定其去留。此固該公司不得已之苦衷。然於禁用童工一端。亦未嘗無少補也。

### 工資發給之優裕

中國錢幣。漲落靡常。工資問題。頗難斷定。大概資本家之發給工資。雖按所售物品之獲利而定。但工人工資。既占公司所入大部份。又不得不按公司收入之多少爲衡。然公司收入多少。每因錢幣漲落不同。而難爲預算。惟該公司之對於發給工人工資也。既常優於其他同業。然猶自以爲未盡滿足。近因米價及各種物價。有時驟高。則工人之負擔驟重。茲更創一新例。若米價每担過八元以外者。則該公司於發給工資時。必按米價而增多。例如本年九月上海米價。增至十三元。該公司卽於所漲時價。如數補

足。此該公司體恤工人之處也。

注意工人疾病

工人之在小肆工作也。偶染疾病。未嘗不受店主之垂憐。但店主雖有此心。而恒苦無力以醫治之。惟大公司因受工人合作之利益。故能預儲多金。以備工人醫病之需。該公司於防護工人疾病之法。實為中國各公司中之先進。如每一廠中。必設立一完善醫院。醫藥等費。一概免收。若男女職工人等。遇有疾病。隨時報告。即有醫生為之診治。現擬更設一新式醫院於浦東。專為工人家屬求診計。此外若漢口及天津。則有不收費之浴室。若天津及奉天。則有工人休息室。內置火爐及熱茶。以備工人於工廠未開門之前。得一溫暖之所。暫為駐足。不致受嚴寒之苦。凡此



種種。皆體恤周詳。無微不至也。在疾病期中。工資應照給與否。在中國特殊情形之下。且工人多由外埠而來。難定完善辦法。故該公司現在體察情形。酌量辦法。如果工人疾病確有可憐之處。亦無不量予照給。例如前奉天有一職員。染病



院醫內廠意注常異樂快境心及健康體身人工於對司公  
備不一無切一他其及以室病養

The welfare of the workers, their health and happiness are the greatest care of the company. In the nurseries and hospitals in its factories, their needs receive the best attention.

日久未得痊愈。該公司以爲職分所在。即將其送歸原籍調治。月薪照數寄給。俾有資藉。延二年有奇。及病愈回來。該公司卽復其原職。現仍爲該公司忠誠任事之職員。更有一工人。在上海染有肺病。該公司送其往別處療養。其後病愈返滬。舊疾復發。此人自必死。又經該公司送往杭州肺病醫院療養。每月亦將其工資寄給之。卽此二事。亦足見該公司辦法精審。而不拘於一例也。

#### 工人兒童教育之設備

中國昔日之業工作者。其子若弟。多襲父兄舊業。鮮有新智識之發展。英美烟公司有鑒於此。特設學校於浦東、漢口、山東、廈門、廣州及其他各地。專以教育工人之子弟。俾有上進之希望。且每年捐助全國學校之款。爲數亦極多。

可見該公司之不獨惠施工人子弟。并澤及中國全國青年學子也。

預蓄儲金以備不測之需

夫人生死亡之事。皆不能免者也。上至總理。下逮工人。皆有死亡之一日。苟一無所積。則死亡之後。妻子衣食教育之所需。棺槨衣襟之所費。將何以善其後。每念及此。誰不寒心。故必須有所積蓄。然後能安心樂業而無憂。英美烟公司洞悉此中實情。於一千九百廿二年創立一種工人儲蓄金。其辦法如下。

一千九百廿二年十月一日起。該公司為各工人預備一種儲蓄金。其法按工人每月所得工資之數。該公司出資代儲十成中之半成。每儲戶給一存摺。自儲蓄之日起。五



年之後。如該工人仍  
 在公司服務。該公司  
 即將其儲蓄金。照數  
 倍加之。倘工人遇有  
 死亡。即將該工人之  
 儲金。倍加而給其家  
 屬。此種儲金。於工人  
 精神上。極有裨益。蓋  
 因稍有不測。尚不至  
 憂及身後無着也。  
 花紅之發給  
 英美烟公司不為獨



牌份月紙牌招畫告廣造製家術美之司公烟美英  
 術美代返國中展發以足等

In the production of hangers, posters, labels and calendars,  
 the artists of the British-American Tobacco Com-  
 pany, Ltd., are developing a modern  
 adaptation of China's art.

工人預防不測而已。無論中外職員。每年皆有花紅之發給。且各代理人等。亦得與於分潤之列。此種花紅。於每年陰歷年底分發。按公司營業之盈虧而定多寡。如公司無盈利。卽無花紅分發。然自花紅發給之例頒行後。該公司常有盈利。故各職員等。皆受其益。常人每誤會該公司爲外國商家。每年漏卮。爲數極鉅者。其實大謬不然。蓋該公司每年仍將大部份之盈利。歸還中國。如收買土產原料。及職工人等之花紅與薪水。計所歸還中國之款。固遠過於輸出。苟非資本雄厚如該公司者。其能有此美滿乎。

#### 美術學校之創立

美術一科。於紙烟之製造及推銷。本無直接關係。然英美烟公司之所以創立美術部者。蓋含有一種教育性質。非



僅惟利是圖。或  
 有利用於其間  
 者焉。浦東之石  
 印學校即其一  
 也。  
 該校創立於一  
 千九百十五年。  
 經該公司費無  
 數之金錢。聘歐  
 美石印專家。以  
 教授華人石印  
 攝影諸術。如該



及員記書之司公烟美英備以處公辦意適及大寬  
 公辦等員錄勝

Large and pleasant office space is provided for the clerical  
 Staff of the British-American Tobacco Company, Ltd.

公司之廣  
 告及月份  
 牌等。即其  
 出品。此種  
 月份牌等。  
 非具專門  
 學問之高  
 等美術家。  
 不能製成。  
 故其他各  
 公司之月  
 份牌。現仍

多由外洋輸入也。

英美烟公司浦東之美術學校。有學徒二十五名。學期以七年爲限。學徒入校之日。卽貼薪水。且視其專心致志。而學有成效者。按年遞加以獎勵之。華人之得諳此術。蓋得力於該校爲多也。該校自創立以來。歷年學成之徒。不下一百五十人。而此一百五十人中。其仍在該公司充教授及技師之職者尙少。而自立事業。或服務於其他印刷所者實多。目下中國之精於此術者。多自該校出。蓋該校之所授與學徒之所習。舉凡繪畫石印照相銅鋅板雕刻種種新技藝。無一不精研之而得其妙。故其造就深也。

影戲廣告爲中國之新經驗

該公司發見一種新試驗之教育。卽活動影戲廣告是也。

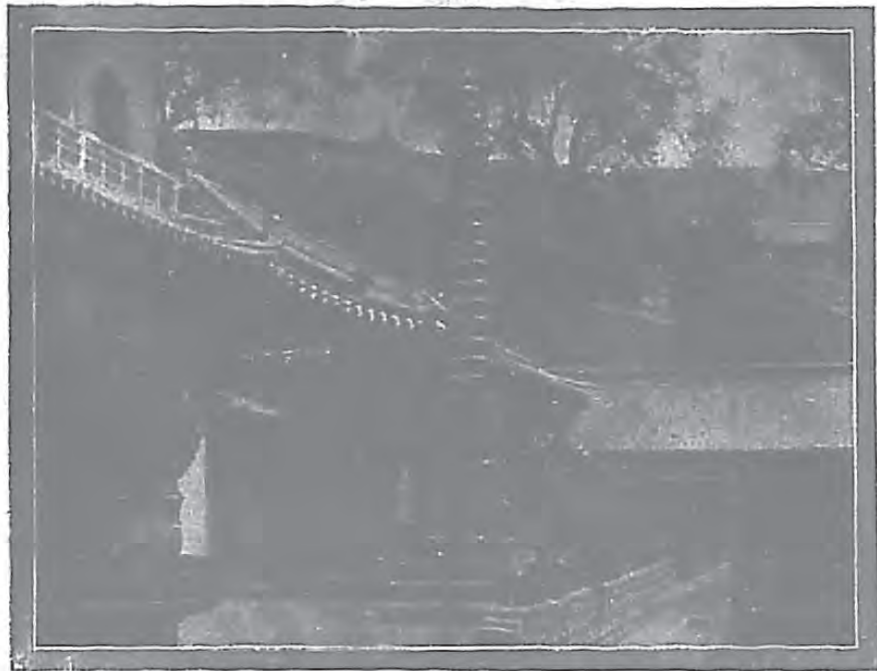
該公司更欲將新試驗  
 之費節省。特將各影片  
 之題目。為各牌紙烟之  
 廣告。然觀其各種影片  
 中。含有教育性質者居  
 多。專為謀利者實鮮。其  
 影戲部不惜資本。常遣  
 影戲專家。分往中國各  
 部。攝影各地之名勝與  
 古蹟。如五台山輝煌之  
 景。南通州發展之象。上  
 海之新時趨。杭州天然



以可成印新重色·顏彩五用出描畫古國中于若將  
 術美國中存保

The reproduction of some of China's ancient painting, and  
 the production in colour of the legends and history  
 of China, preserve the art of the land.





以人。世。示。景。勝。山。台。五。影。攝。部。影。攝。司。公。烟。美。英。  
 築。建。大。偉。國。中。

In the showing exquisite architecture of Wu Tai Shan, the  
 Motion Picture Studio of the British-American  
 Tobacco Company, brings China's artistic  
 glories to the world.

秀麗之湖山。北京雄  
 偉之宮闕。及歷史重  
 要之關塞。與夫偉人  
 名士。其勳勞事績。爲  
 史策光者。皆一一撮  
 影之。甚至一學校一  
 公司之新建築。亦無  
 不兼收並蓄。使世界  
 各國之未深悉中國  
 文化者。皆有所觀感  
 焉。現該公司之影戲  
 部。更有古劇影戲之

排演。夫攝影古劇一術。世界各國。尚在新興時期。中國尤爲幼稚時代。該公司特聘歐美影戲專家。訓練各種人才。古劇影片。可以保存中國文學之優美。他日播之四方。亦可令外人興起古國文化之感想也。

### 補助農夫

製造紙烟之附屬各種工藝。其事上文述之已詳。但紙烟之要素卽爲烟葉。若中國不能供給合於製造之烟葉。卽不成爲在中國發展之工業。故該公司決意將中國烟葉種植改良。其收效略見於中國政府經濟討論處之一段。茲錄其文如下。

山東省之中部。中國種植烟草。已數百年。而以安州。長邑。

長樂。濰縣。出產爲最佳。其價亦獨昂。但土產之烟葉。品質極劣。而製乾之法。亦殊不良。大約多切爲細絲。以供給烟筒吸食之用。

當德人占據膠州時。英美烟公司曾於威海衛試種烟草。未成見功。乃轉在濟南與青島間地名坊子者。試種外國烟種。以資試驗。厥後遷往二十里堡。地居坊子濰縣間。新種植之漸次發達。卽基於此。現每年出產烟葉約二百萬元。

該公司自試驗成功之後。每年輸入外國烟種。約二萬元。用以分發各地農夫。不取其值。而於農夫所收入之烟葉。則担任銷售。間或補助農夫之不給。俟其烟葉收成。卽以烟葉照市價作抵。並不多取分文。故外國烟種蕃植斯地。

而有今日之興盛也。英美烟公司之在二十里堡也。並未購地置屋。不過向農夫直接收買烟葉。存於所租棧內。農夫之願出售烟葉者。即將烟葉運到棧內。



刷印備以畫書成製此在師技巧精門專部印石  
In the Lithographic Department the painting is prepared for printing by a highly technical process requiring the greatest skill.

雙方過秤定價交易。倘農夫不願出售。該公司亦聽之。該公司每年運入新種。分給各農夫。既不取值。又未嘗強其必以所收之烟葉。售還諸該公司也。且該

公司教導農夫。別有一種焙葉新法。其法以磚造成小屋。頂蓋以坭。中置鐵管。管通於爐。以煤爲燃料。熱氣卽由管輸入屋內。俟熱度有百度之高。然後將烟葉四五片。編成一捆。掛於室內之木架上。三四日後。其色漸黃。裝置此種小屋之費。約十元之譜而已。誠一簡便焙葉法也。當一千九百十七年時。農夫所有之焙葉房。不過數間。今濰縣安州長樂及長邑等處。已增至六千餘間。可見烟葉之需求。與日俱長矣。自外國烟種施種中國後。十年之間。青島及泗州等處。烟草產出。已四倍於前。蓋以烟價日增。而種烟者亦日盛也。該公司之外。有南洋兄弟煙草公司。於一千九百廿三年亦在坊子開始種植烟葉。又有一日本公司

亦在該處收買煙艸。以運往日本。此業方興。正未有艾。今已成爲該省最大之出產。溯自二十里堡施種烟種之後。田價增漲。已三倍於前。中國田地增價本緩。而此驟增之速。其亦由種植烟葉之關係歟。

按中國海關十週年報告之第一〇一二至一九二一段。歸功於英美烟公司之提倡斯業如下。

中國之有烟葉。相傳於十七世紀之初。由斐律賓羣島所輸入。其後漸及全國。當時華人尙未知種植之法。所出烟葉。其質甚劣。西歷一千九百年前。山東出產烟葉。尙不甚多。自得英美烟公司之提倡。斯業始有今日之盛也。

有一事最堪注意者。卽將烟種分給各農夫。不取其值。又



不强其將所產烟葉。還售諸該公司是也。該公司授種所產之烟葉。人皆得從市上購買。農夫亦可自向公司兜售。無煩經紀人之手續。交易成後。即得現款。無慮有抵押田地與烟草之憂也。

烟草種植改良之後。在中國所製之紙烟日多。而中國所輸出之烟草亦日增。可於下表見之。

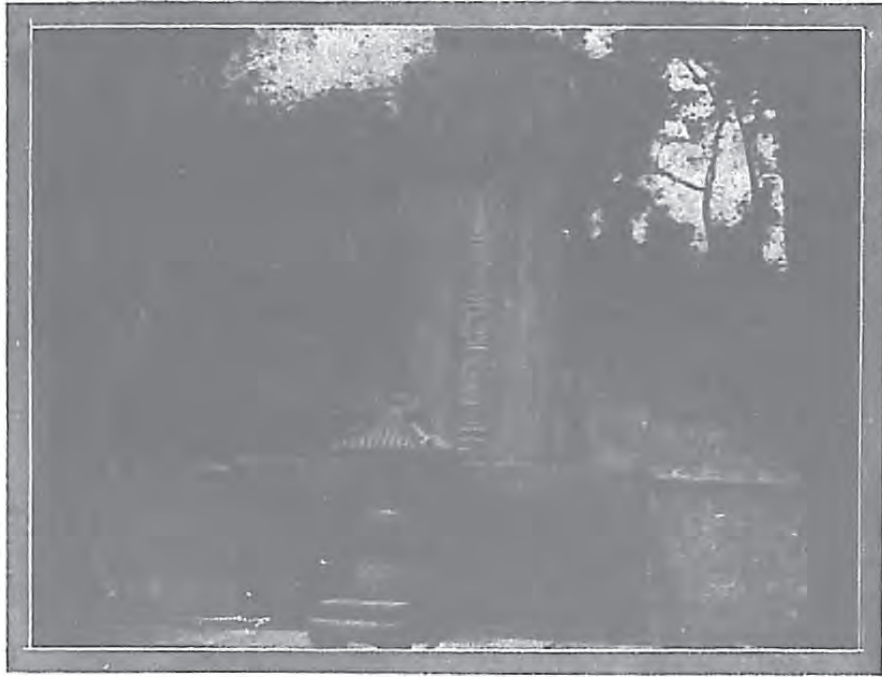
### 烟草出口

年份	烟葉及烟梗 製成烟葉	烟紙	共數兩
一九二二年	一〇八三八七二兩	七九五八一五兩	三七七四二八五兩
一九二一年	二九九二三一八兩	一三、四七〇六〇八兩	一八六七二〇九六兩
一九二四年	三四二四四七〇兩	一五、三四二、四四六兩	二〇八九五、三五四兩

斯業之有利於中國之處。固不可忽視也。夫以農立國之國家。經濟獨立。恆視乎農夫之富足與否。而農夫之富足。又常賴種植之改良。蓋種植得法。則收入常豐。而農夫可得富足矣。山東省地土肥美。種植容易。而農夫未見富足者。大都因種植多泥古法所致也。現該公司特聘農學專家。時導以種植新法。冀收良好之效果也。

更有一事。尤堪注意者。若中國土產烟葉。適用於該公司所製高等紙烟之用。則該公司所得之盈利。還諸中國者。其數更大。蓋因該公司由美輸入烟葉尚多。（據一九二四年海關報告。入口烟葉。美國占百分之八十八。）倘土產烟葉。品質日佳。則將全數悉用土產。而外葉之輸入日少。大利悉歸中國矣。





地之教聖國中爲在所墓墳聖孔埠曲  
攝所部影攝司公烟美英

Chu Fu, the Tomb of Confucius, the Sage of China, photo-  
graphed by the Motion Picture Studio of the  
British-American Tobacco Company.

應合中國民意  
該公司歷來所專心  
致意者。在紙烟之製  
造及其推銷而已。至  
於政治上一切關係。  
未嘗涉及。不過有時  
不得不因中國情形  
之變動。而決定方針。  
但該公司之因政治  
而發生之問題。亦僅  
對於中國政府納稅。

及尊重中國人民主權獨立之運動耳。該公司對於納稅一項。從來無所遲疑。不特思有以增加中國政府烟稅之收入。且思引導中國政府徵稅簡便之方法也。

該公司於一千九百廿一年。與中國烟酒稅局訂立合同。將烟稅一次繳納政府。以免除釐金及公司所應享受條約上內地轉運免稅之利益。此合同足使中國政府收稅較多。蓋由該公司直接繳納。可免中飽之弊。自此合同訂立後。雙方實受其益。其後有數省徵收紙烟特稅。此合同因以停止。

該公司於一千九百廿五年。與中國政府訂立合同。願於關稅會議未開之前。加納烟稅。該公司預知關稅會議開

成之後。終須增加稅餉。故不因有數國未通過華會條約。而有所藉口也。

英美烟公司之有關係各公司

該公司深悉外國商業及實業之在中國者。終有歸華人管理之一日。故對於中國煙業商人。時相勸勉。欲其自知奮勵。以便異日接管該公司各部份。現該公司經理人中。有數家已自立烟公司。與該公司聯絡。但其中管理權。全握於華人之手。間有外人充職其間者。亦不過顧問資格而已。

各公司之與該公司有關係。而足以引起一般人士之注意者。即永泰和烟草公司是也。其總理為鄭伯昭君。乃廣



東烟業商人。該永泰和烟公司。在中國推銷紅錫包牌雙馬牌、仙女牌、及第一牌等。中美兩國製造之上等紙烟。此乃外國公司將一部份重要營業。付託華人公司經理之試驗。其試驗之成敗。關係於外國製造家。對於在華註冊及華人管理之公司之態度。實非淺鮮。蓋試驗成功。則將來華人自立公司於外商之付託營業者。有無限之希望。倘或試驗失敗。則外國商人。將生畏懼之念。甯以其營業付託於外國公司矣。

英美烟公司之在山西及直隸南部之大部份營業。完全由一中國之三和烟公司代理。其總理爲崔尊三龔和軒二君。皆老成練達之烟商。一千九百廿年。英美烟公司勸



理司所人華之練歷由皆計會及源主之內司公烟美英

The records and accounts of the British-American Tobacco Company are kept by trained Chinese clerks.

勉二君出洋。遊歷歐美各國。藉以考察烟業。後獲有經驗。回國組織三和烟公司於山西直隸兩省。現其營業。異常發達也。

其他有關係之公司及個人。能在各地推銷。而營業特別發達者。如戈竹軒君之在江西。徐金森君之在雲南。同益公司之在北京。其經理為齊耀堂尤少增王俊卿三君。以及趙仲陶君之在河南。郭雲

開君之在滿洲北部。王冠時鄭重威谷海鑒三君之在湖北。公益行之在廣州。以上數人及數公司者。將隨永泰和公司之後。應時並興。若擾亂其市面。或阻滯其紙烟之銷行。是直將中國之公司。及華商新興之事業摧殘耳。

### 錫紙事業之創立

現有一與英美烟公司聯絡之新公司。名英商中國裝包品有限公司者。近在浦東設立錫紙廠。欲在中國創一複雜之專門事業。該錫紙公司。費時三年之久。始能在中國置有機器以成斯業。廠內現有二三百男女工人。在內工作。此種新事業。足使中國將來錫紙。不必向外洋輸入。近代商業所需之錫紙。中國雲南省。雖有大宗出產。祇因運輸不便。及種種阻礙。不得不在南洋及其他各埠輸入。而



攝所部影攝司公烟美英一之地聖家佛山台五。

Wu Tai Shan, the sacred mountain of China, photographed  
by the Motion Picture Studio of the British-  
American Tobacco Company, Ltd.

該錫紙廠之宏願。將欲中  
國各地皆利用之。使發展  
其工業也。  
友誼之扶助  
更有一事。為該公司從來  
所默而不言者。即該公司  
對於中國各團體之扶助  
是也。該公司所為慈善事  
業。向不敢自眩於人。故人  
鮮知之。蓋該公司歷年所  
捐助教育界及一切慈善  
團體。常用匿名政策。既不

慕美名。亦不望酬報。不過行其樂善之心而已。

賑捐之慷慨

該公司於一千九百十九年八月。資送四人。前往北咖魯拉拿之鐵蘭尼他大學及紐約之哥林布亞大學遊學。一切費用。概由英美烟公司供給。斯四人者。由報名考試選出。與該公司無絲毫之關係。而送之游學。不過本培植青年之意。欲使其受外國教育後。歸為祖國有用之才。就此一端。該公司已費七萬元之鉅。又在香港聖氏提反學校。設學額二名。以便學子之有志向學者。今年該公司亦曾特捐一萬元於北京之中國大學。

當一千九百廿年時。直隸山東山西河南等省大旱。餓殍載道而饑凍餒待斃者。不下數萬人。該公司即捐助十萬



元。以工代賑。築一大道。通石家莊至滄州。且於各處設立救濟所。每日施賑粥食。以濟難民者。凡二年。此不獨當時災民。咸食其德。而行旅之往來其間者。亦感其便也。

當一千九百十七年時。蚌埠大火。延及全城。被燬之家。十有八九。數千難民。無家可歸。該公司資助當地商會。代為建設。以恢復原



如有游上江長之攝所部影攝司公烟美英觀一  
 峽海一之中繞環山各

Like an inland sea, The waters of the Yangtze Gorges  
 appear on the films of the motion Picture Studio  
 of the British-American Tobacco Co., Ltd.,

狀。斯埠之得復昔日之繁盛者。皆該公司之所賜也。

當一千九百廿一年至廿二年之冬。該公司之代理人  
大昌公司。代該公司在南京及其附近各地。費去二萬元。以  
賑濟數千逃難之孩童。並資送回籍。

當一千九百廿三年。該公司捐助大宗款項。以救濟汕頭、  
寧波、蘭芷、長沙、蕪湖、福州、漢口、各地水旱各災。

當一千九百廿三年。該公司捐助一萬元。以救濟滿洲大  
水災。

當一千九百廿四年。該公司又捐助洋一萬元於華洋義  
賑會以資賑濟之用。

以上所述。不過就該公司臨時捐助言之。至其常守政策。  
卽無論營業盈虧。必將大部份所入。歸還中國也。

下表所列善舉。亦祇概括近四年來之事。但該公自創立至今。對於公共之利益。皆樂爲捐助。並無中外及宗教界限之分。對於所捐之慈善團體。亦並無代庖與望報之心也。（下列之地名以及學校醫院善堂等名。乃從該公司表內。由英譯漢。倘有不符之處。仍以英文爲準。）

對於下列各醫院之捐助

上海

聖約瑟醫院

仁濟醫院

同仁醫院

時疫醫院

同德醫院

普濟醫院

南市新普育堂

人和產科醫院

浦東



浦東醫院

廣東

光華醫院

瘋人院

普通醫院

東華醫院

癡人院

南甯

南甯醫院

其他各處醫院

南昌婦孺

保定府

信陽州

徐州府

牛庄

汕頭福音醫院

青島

盛京施醫院

九江

齊魯大學醫科

濰縣教會醫院

杭州廣濟醫院

寧波婦孺

廈門

愛華醫院

運城衛生

北海 蕪湖

福州平民

周村

漢口萬國

天津教會

南京紀念



鄧城大學醫科 河南 海菴段拿醫生 烟台  
安慶同仁醫院 大理府 雲南府 常德 張家口  
中國紅十字會及下列各地分會該公司皆有巨款或常  
年捐款捐助

上海 廣州 汕頭 蕪湖 保定府 處州  
奉天 九龍

下列上海及各地學校該公司有常年捐款或臨時捐款  
捐助

上海

滬海公學 廣東女子學校 啓新學校 聖約翰大學  
履中學校 勤業女學校 愛國女學 大華學校  
南洋大學 市民公學 廣東崇德女學校 萃英女學



中華職業學校

平民女學校

華英中學

新雅學校

江海學校

廣德學校

華法學校

申江學校

基督教普益學校

廣東

省立女中學校

同愛學校

嶺南大學

公立學校

天津

廣德學校

武昌

博文書院

長沙

大同學校

女子學校

濟南府



教會工業學校

海城

平民學校

漢口

女子學校

北京

教會學校  
盲啞學校

三一女子學校

中國大學

廈門

啓英學校

塘山

新學書院

蘇州



博文學校

汕頭

廣東學校 華英中學 盲啞學校 基督教學校

其他各處學校

常德 西安府 周村 博山 清江浦 東吳大學

徐州府 歸化鎮 嘉興 澳門華人學校 開州

上杭培華中學 常州 錦州

對於下列各處孤兒院之捐助

閔行 沙市 瀏河 銅山 濟南府 常熟

奉天 哈爾濱

男女青年會

該公司對於下列各地男青年會。除建築費有巨款捐助





外。仍常年或臨時捐款補助經費。已有四年之久。

上海 濟南府 鄭州 安東 寧波 福州

南京 太原府 法庫門 雲南府 蕪湖 廈門

香港 蘇州 奉天

該公司於浦東青年會成立之日。幾補助至今。而對於下列各處女青年會之建築費及經費。亦與以相當之資助。

上海 福州 濟南府 天津 奉天

對於下例各處慈善會之捐助

(上海) 車夫福音會 閘北慈善團 中央大會堂

聯義善會 貧兒收養所 盲童學堂

(廣州) 孔教會

(烟台) 華洋義振委員會



(汕頭) 善堂 慈善堂 教堂

(徐州府) 商會施濟款

(潮陽) 善堂

(長春) 貧民會社

(濟南府) 女子救濟會 貧民收養所

(津市) 工業收養所

(蘭谿) 通揚慈善會

(漢口) 女子棲流所

公眾利益

該公司在下列各地修築道路

舟山 張家口 浦東 廈門

潮州府 福州 新州府 汕頭

該公司在濰縣及清江浦、建築橋樑、並重建青江浦城垣。而於廣州、汕頭、福州、廈門、各處救火隊之器用及經費等。均有資助。

上海之衛生教育會、婦孺救濟會及福州之防疫委員會。均得該公司慷慨資助。而於下列各善舉、亦有捐施焉。

體育研究會 中國學生金獎牌 工藝教育社

閩北火災難民 寶山貧民教育社 基督教文學會

中國體育會 中國童子軍 雲南府南門火災難民

張八嶺火災難民 大理府地震災民 汕頭童子軍隊

記載英美烟公司在華事績。於此告終。著者不過欲表明該公司對於華人及中國、實抱無限之好感。就該公司所採用之土產、工人利益、花紅、稅餉等。仍將大部所入、歸還

中國。而製成之高等紙烟。取價極廉。並辦種種善舉。總爲華人之利益而已。夫同一工業。而偉大公司。常較勝於小肆。蓋小肆規模狹小。時時思所以節省費用。則所出物品。常有不良。待遇工人。時有不善。理固然也。今英美烟公司。規劃如是之宏。辦理如此其優。中國之獲益。夫豈淺鮮哉。英美烟公司。不敢自滿。仍願在中國照以前所述之程序。事實。努力進行。並自信必獲華人良好之同情。蓋華人苟細察該公司已往事績。必能信該公司爲中國之良友。且爲中國工業之先進者也。



#### MISCELLANEOUS

Physical Culture Association	YUNNANFU
Gold Medal for Chinese Scholars	South Gate Fire Sufferers
Manual Instruction Centre	CHANGPAKLIN
Chapei Fire Sufferers	Fire Sufferers
Paoshan Popular Education Association	TALIFU
Christian Literature Society	Earthquake Sufferers
Chinese Athletic Association	SWATOW
Chinese Boy Scouts	Boys' Brigade

The task of describing the services of the British-American Tobacco Company, Ltd. to China is concluded. The writer has sought to show the constructive work of the company to explain how the largest part of the earnings of the company, have returned to China in the form of use of native products, in wages for labourers, in social benefits to the workers, in bonuses, in taxes, in the production of a higher quality cigarette for a moderate price, and finally in benefactions to the Chinese people. The friendly attitude of the company toward its customers and workers, the Chinese people, has been shown. That the Chinese people have more to gain and are better served when a large company operates in an industry than when small shops and individuals try to save expenses by spoiling the quality of a product and unmercifully exploiting their labourers has been explained.

The British-American Tobacco Company, Ltd. in China is willing to rest on this record. It feels certain that when the Chinese people have considered all these questions they will continue to regard the company as a friend of their country, as an organization which is promoting one of the principal industries of the land so that it truly becomes an asset to the rejuvenated and modernized China.



CHANGHUN Poor Society	PEKING Poor Relief Committee
TSINANFU Sisters of Mercy Home for Destitute	NANKING Cigarette Guild Charity
TSINGSHIH Industrial Home	PENGPU Cigarette Guild Charity
LANCHI Tung Yang Charity	ANKING Cigarette Guild Charity
HANKOW Refuge Home for Women	

#### PUBLIC SERVICES.

##### BUILDING AND MAINTENANCE OF ROADS AT :

Choutsun	Chaochowfu
Kalgan	Foochow
Pootung	Shinchowfu
Amoy	Swatow

##### BRIDGE BUILDING AT :

Wehsien	Tsingkiangpu
---------	--------------

##### REBUILDING CITY WALL AT :

Tsingkiangpu
--------------

##### EQUIPMENT & MAINTENANCE OF FIRE BRIGADES AT :

Canton	Foochow
Swatow	Amoy

Substantial support has also been given to the Committee for Health Education at Shanghai, the Anti-Kidnapping Society of Shanghai, and the Plague Prevention Committee at Foochow.



### Y.M.C.A. AND Y.W.C.A.

Substantial donations towards the Building Funds of the Y.M.C.A. and regular or occasional subscriptions towards the maintenance of these institutions have been made during the past four years :

Shanghai	Fakumen
Tsinanfu	Yunnanfu
Chengchow	Wuhu
Antung	Amoy
Ningpo	Hongkong
Foochow	Soochow
Nanking	Mukden
Taiyuanfu	

The company has practically supported the Y.M.C.A. Hut at Pootung since it was established.

Similar contributions for Building and Maintenance have been made to the Y.W.C.A. at

Shanghai	Tientsin
Foochow	Mukden
Tsinanfu	

### CHARITABLE INSTITUTIONS.

#### SHANGHAI.

Rickshaw Coolies Christmas Fund  
Chapei Institute  
Central Social Hall  
Lienyi Benevolent Association  
Blind Institute  
Home for Destitute Children  
Tai Tsang Hsien Improvement Committee  
Little Sisters of the Poor

#### CANTON

Confucius Society

#### CHEFOO

International Committee

#### SWATOW

Tong Charity Guild  
Charity Institute  
Kih Chieh Church

#### HSUCHOWFU

Chamber of Commerce Fund

#### CHAOYANG

Charity Guild



HANKOW

Davis Hill  
Girls'  
Mission  
Blind

PEKING

Shan Yi Girls'  
China University

AMOY

Chi Yeong

TONGSHAN

Anglo-Chinese College

SOOCHOW

Pow Wen

SWATOW

Cantonese  
Anglo-Chinese College'  
Blind  
Common People Girls'  
Anglo-Chinese College  
Tsin Yar  
Kiang Hai  
Kwang Teh  
Hwa Free  
Sun Kwaong  
Nantao Christian College

CANTON

Civil Governor's Girls'  
Dong Ngai  
Soo Beng  
Christian College  
Public

TIENTSIN

Kwang Tah  
Christian Institute

MISCELLANEOUS

Changteh  
Sianfu  
Choutsun  
Poshan  
Tsingkiangpu  
Soochow University  
Hsuchowfu  
Kwei Hua Cheng  
Kashing  
Macao Chinese  
Kaichow  
Shanghang  
Chin Teh, Changchow

ORPHANAGES

Minghong  
Shasi  
Liuho  
Tungshan

Tsinanfu  
Changshu  
Mukden  
Harbin





MISCELLANEOUS

Yuncheng Wei Hsing  
Pakhoi  
Wuhu  
Foochow Peng Ben  
Choutsun  
Hankow International  
Tientsin Mission  
Nanking Memorial  
Yencheng University

MISCELLANEOUS

Honan  
Huam, Dr. Turner's  
Anking  
Chefoo  
Talifu  
Yunnanfu  
Changteh  
Kalgan

RED CROSS INSTITUTIONS

Large and regular donations have been made to the Red Cross Institution of China, and branches at

Shanghai      Wuhu      Mukden  
Canton      Paotingfu      Kowloon  
Swatow      Chuchow

SCHOOLS

The following schools in China have received regular or occasional contributions :-

SHANGHAI

Wu Hai  
Cantonese Girls'  
Chi Hsin  
St. John's University  
Lee Chung  
Tsin Yieh Girls'  
Dong Nji  
Ngai Kuo Girls'  
Tieh Hwa  
Nanyang College  
Shih Ming  
Kee Wong Miao  
Yang Chih Girls'  
Shung Tah Cantonese  
Chi Ying Girls'  
Chung Hwa Vocational

NANKING

Hill Crest

WUCHANG

Wesley College

CHANGSHA

Tah Tung  
Girls' Institute

TSINANFU

Industrial Mission

HAICHENG

Pin Ming



In 1924 the company made a substantial donation of \$10,000 to the International Famine Relief Committee for general purposes.

### A LIST OF BENEFACTIONS.

The above are what might be called occasional contributions. The company has followed a programme of returning to China a part of its earnings, from which it has never deviated, no matter what the condition of business. The charities published in the following list covers only a period of four years, but the company has contributed to the public welfare since its inception. The company makes no distinction as to religion, creed, or belief of any sort. No participation in the management of an institution is demanded. The company gives freely and asks for nothing in return.

#### HOSPITALS

POOTUNG  
Pootung Hospital

SHANGHAI  
St. Joseph's  
Shantung Road  
St. Luke's  
Dong Nee  
Summer Diseases  
Dong Dai  
Pu Chi  
Concord

CANTON  
Kwang Wah  
Leper Institution  
General  
Tung Wah  
Insane

NANNING  
Nanning

MISCELLANEOUS  
Nanchangfu Women's  
Paotingfu Taylors  
Sin Yangchow  
Shu Chow Fu  
Newchwang  
Swatow Mission  
Tsingtao  
Mukden  
Kiukiang  
Tsinanfu University  
Weihsien  
Hangchow  
Ningpo Women's  
Amoy General



company's expense. These young men were in no way connected with the company, but were selected from many applicants as the most likely to utilize a foreign education to train themselves to be useful citizens of their own country. Altogether the company expended \$70,000 for this purpose. In 1925 the company made a special contribution of \$10,000 to the China (Chung Kuo) University, Peking.

The company also maintains two scholarships at St. Stephen's College, Hongkong.

*In the year 1920, when drought caused terrible famine in the Province of Chihli and parts of Shantung, Honan and Shansi, many thousands of people actually starved to death, and tens of thousands more were in danger of starvation. The British-American Tobacco Co., Ltd. contributed the sum of \$100,000 to build a road from Shih Chia Chwang to Tsangchow, thus providing the means of livelihood for thousands of people, beside creating a permanent means of transportation. The conditions at this time were so dreadful that the company felt obliged to do still more for those who were starving and therefore they established depots, where free food and soup were supplied to thousands of people every day for nearly two years.*

In 1917, when the town of Pengpu was almost entirely destroyed by fire and thousands of people were rendered homeless, the British-American Tobacco Company, Ltd. gave financial assistance to the local Chamber of Commerce which largely helped to rebuild the town and bring back its prosperity.

*In the winter of 1921-22 the company, through its agents, Dah Chong & Company, spent over \$20,000 in Nanking and its vicinity, supporting thousands of children who had fled from famine infected areas. Later these children were returned to their home towns through the agency of the British-American Tobacco Company, Ltd.*

During 1922-23, the company contributed large amounts for special relief work at Swatow, Ningpo, Lanchi, Changsha, Wuhu, Foochow, and Hankow—and wherever famine and flood brought privation and misery.

In 1923, when floods caused great distress and suffering in Manchuria, the company contributed nearly \$10,000.



### THE TIN-FOIL INDUSTRY

A new allied company which has recently been started, and which brings to China a very complicated and highly technical industry, is the China Packers' Supply Company, Ltd. which has recently erected a tin-foil factory at Pootung. It took three years to obtain the machinery for this company and to set it up in China. Already from 200 to 300 men and women are employed in this new industry, which ultimately should relieve China from the necessity of importing tin-foil—an important product in modern trade. Although China has large quantities of tin in Yunnan, the lack of transportation and other impediments still make it necessary to import tin from the Straits Settlements and elsewhere, but the China Packers' Supply Company, Ltd. hopes that the day will not be distant when this company will be able to use only Chinese native products in its industry.

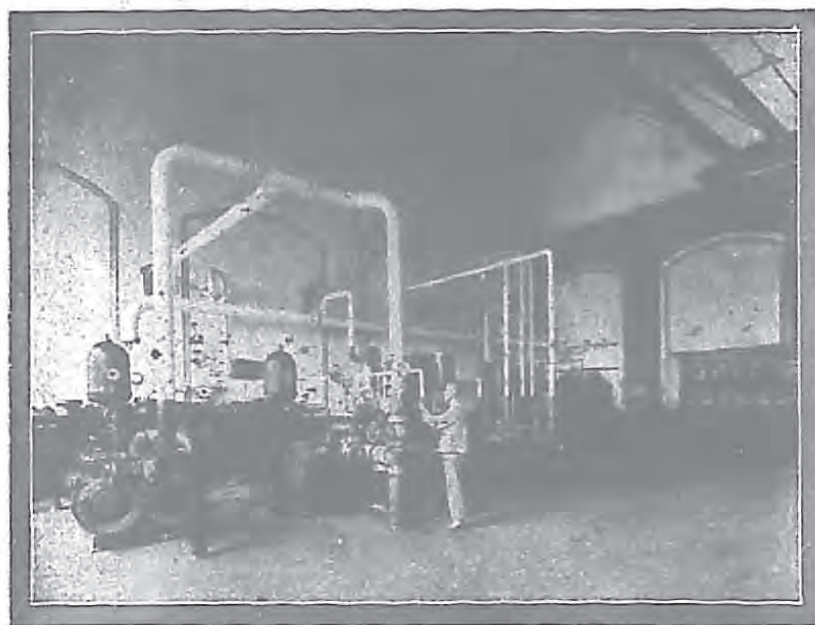
### A WORK OF FRIENDSHIP

It is now necessary to refer to a subject on which the British-American Tobacco Company, Ltd. has always in the past been silent. We refer to the huge benefactions which the British-American Tobacco Company, Ltd. makes each year to Chinese institutions throughout the country. The company has been silent on the subject because it took a modest pride in its charities and felt that he who does a good work should let others talk about it while he is silent. There are, however, people who do not realize to what an extent the British-American Tobacco Company, Ltd. returns a large share of its earnings to China in the form of public welfare work. In making these contributions to various institutions, the policy of the British-American Tobacco Company, Ltd. has always been to be almost like an anonymous donor, asking for no credit, expecting no returns, contributing with an open heart wherever there was a real need or a good cause.

### FOR THE PUBLIC WELFARE

In August 1919 the British-American Tobacco Company, Ltd. sent four young men to Trinity College, Durham, North Carolina, and Columbia University, New York, to study at the

Other allied companies and individuals marketing cigarettes in territories in which they are outstanding mercantile figures are J. Y. Goa in Kiangsi; Si King-sun in Yunnan; The Tung Yi Kung Tze in Peking, consisting of Messrs. Chi Yao-tang, Yu Shao-tseng and Wang Tsun-ching; Chao Chung-tao in Honan; Kuo Wen-ko in North Manchuria; K. S. Wang, M. T. W. Tseng and Owen Ku in Hupeh; and Kong Hung-yen of the Kung Yick Hong in



Another view of a Power Plant in a British-American Tobacco Company, Ltd., Factory.

景一之廠機電司公烟美英

Kwangtung. -What was said about the effect of the success of the Wing Tai Vo Tobacco Company upon Chinese commercial enterprise generally applies as well to these Chinese merchants and firms. To disturb their markets, to place difficulties in the way of the cigarettes they sell, is to destroy the business of Chinese companies and merchants.



## ASSOCIATED COMPANIES

Realizing that the day would come when most of the foreign trade and industrial enterprises of China would be conducted by Chinese merchants themselves, the British-American Tobacco Company, Ltd. has constantly encouraged Chinese tobacco merchants to prepare themselves to take over selling departments of the company. Some of these dealers have organized companies which have become allied with the British-American Tobacco Co., Ltd., but in every instance the full management of the company is in the hands of Chinese, with perhaps a foreigner serving in an advisory capacity.

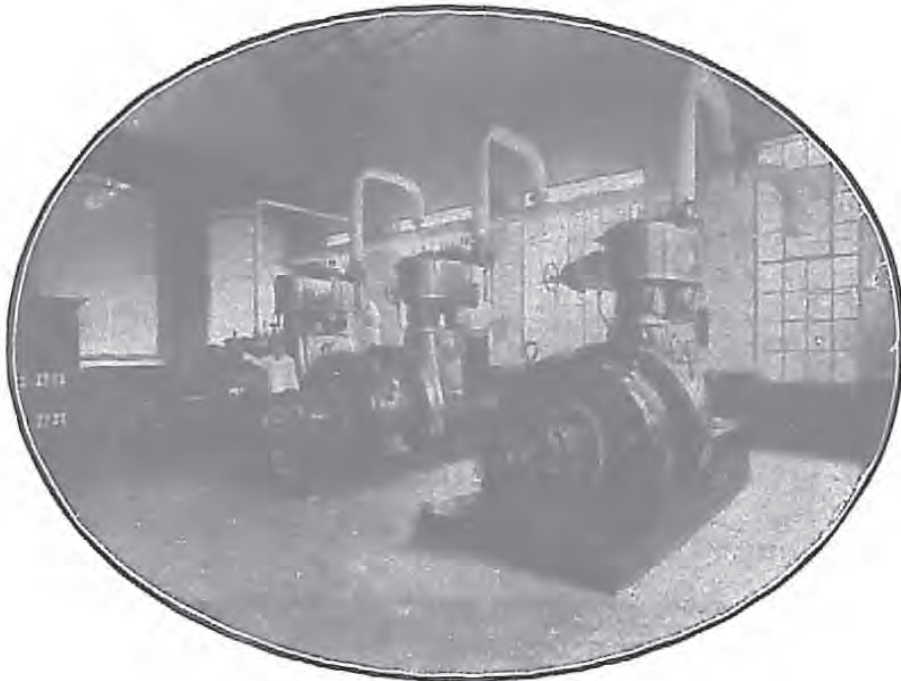
One of the most interesting of these allied companies is the Wing Tai Vo Tobacco Corporation, headed by Mr. Cheang Park-chew, a Cantonese tobacco merchant, which distributes throughout China some of the leading American and Chinese-made cigarettes, such as Ruby Queen, Victory, No. One Magnum, etc.

The Wing Tai Vo Tobacco Corporation is an experiment in a foreign company turning over one of the principal branches of its business to a Chinese organization. Upon the success or failure of this experiment depends to no small extent the attitude of manufacturers in foreign countries toward Chinese companies operating under Chinese law and Chinese management. Should this experiment fail, the foreign exporters will be unwilling to risk further business of this nature and will prefer to trade in China through foreign-owned companies. Should it succeed, the future of the Chinese merchandizing companies is assured.

In a large part of Shansi and southern Chihli the products of the British-American Tobacco Company, Ltd. are entirely distributed by the San Ho Cigarette Company, a Chinese firm, the managers of which, Messrs. Tsui Tsun-san and H. L. Kung, are old and successful tobacco merchants. In 1920 these gentlemen, encouraged by the British-American Tobacco Company, Ltd., visited the principal countries of Europe and America, where they had the opportunity of studying the tobacco business from every standpoint. Having had this experience, they organized the San Ho Cigarette Company, which has been making an outstanding success in Shansi and Chihli provinces.



In 1925 the British-American Tobacco Company (China), Ltd. entered into a new agreement with the Chinese Government to the effect that the company would agree to pay taxes in anticipation of the decision of the Tariff Conference to increase China's revenue from this source. In other words, the company, was prepared to pay increased taxes without further delay because



Intricate, powerful engines requires skilled labour in the British-American Tobacco Co., Ltd., power plants.

用使能始人工練諸有須器機雜繁及大偉之內司公烟美英

it knew that it would have had to pay this tax had the conference been held, and it declined to take advantage of the delay to ratify the Washington treaties. In adopting this attitude the company indicated an exceptional good-will to the Chinese people and Government.



shown how large a share of the earnings returns to China, but much of the tobacco still has to come from America if the quality is to be kept high. The day will come, due to this enterprise, when imported tobacco will be of small account, while native-grown tobacco will be used in most of the cigarettes. As greater quantities of tobacco, suitable for cigarette making, is grown in China, more cigarettes will be manufactured in the country.

It will interest the reader to know that the report of the Chinese Maritime Customs for 1924 shows that 88 per cent. of all tobacco imported into China originated in the United States of America.

#### MEETING CHINA'S ASPIRATIONS

The British-American Tobacco Company, Ltd. is interested in the manufacture and distribution of cigarettes, not in politics. It is necessary, however, at times to determine the company's attitude with regard to changing conditions in China. The business of the company touches on this problem principally at two points: first, as regards taxes; and secondly, as regards the relationship of foreign companies toward China's aspiration for complete sovereignty.

With regard to taxes, the British-American Tobacco Company, Ltd. has always been in advance of the times and has sought to assist the Chinese Government to obtain a higher revenue from tobacco and its products and has tried to place at the service of the Chinese Government its experience and facilities for the collection of the tax.

In 1921 the British-American Tobacco Company (China), Ltd. entered into an agreement with the Wine and Tobacco Bureau of the Republic of China to forward to the Government by a single payment a tax on tobacco, instead of paying *likin* or operating under a transit pass, as was the company's right under the treaties. The effect of this agreement was to give the Chinese Government a larger and more assured revenue from this commodity. No middle agent stood between the Government and the company, which paid the full amount directly. This arrangement worked beneficially to all parties concerned until some of the provinces began to impose illegal taxes on cigarettes.



It is difficult to over-estimate the value of this work to China. In the first place, one of the crops of the country is improved so that it has greater value to the farmer and enriches him. Every agricultural country is dependent for its economic independence upon a happy and well-to-do peasantry. Shantung has been famous for its agricultural possibilities, and yet the farmers were not able to raise wealth-bringing crops because of antiquated methods and agricultural machinery until the pioneer effort of the British-American Tobacco Company, Ltd., provided experts to introduce methods which have had such beneficial results elsewhere.

In the second place, as the tobacco crop becomes more suitable for use in the high-grade cigarettes which are the product of the British-American Tobacco Company, Ltd. an increasingly larger share of the earnings of the company will return to China. We have



The engine rooms of the factories of the British-American Tobacco Company, Ltd., are modern and spacious and offer every safety for the workers.

內在大寬而式新內室機汽之廠各司公烟美英  
 妥穩常異作工

extending trade the future of the product is bright, tobacco having already become one of the principal products of the province."

It has been reported that the value of the land of the tobacco farmers has increased by more than 300 per cent. since the experiment at Ershihlipu commenced—a most unusual condition, as farm land in China increases in value very slowly.

In the Decennial Reports of the Chinese Maritime Customs (1912-1921) the following tribute is paid to the pioneer enterprise of the British-American Tobacco Company, Ltd. in this field:—

"Tobacco is said to have been first brought into China from the Philippines during the early part of the seventeenth century and to have gradually spread over the country. As, however, the Chinese were not trained in bringing up the plants properly, the leaves produced were of an inferior quality. Before 1900 the production of tobacco leaves in Shantung was insignificant in quantity, and it is chiefly due to the energy and enterprise of the British-American Tobacco Company, Ltd. that the trade has attained its present state of prosperity."

One point must be emphasized in this connexion. The British-American Tobacco Company, Ltd. does not require the farmers who obtained seeds from the company free of charge to sell their products to the company. All this tobacco is sold on the open market, and anyone may purchase the farmer's product. No middle man comes between the farmer and the manufacturer. As described above, the farmer sells direct to the British-American Tobacco Company, Ltd. and receives his money immediately. He does not have to wait for his money; he never has to mortgage his farm or his crop.

The improvement of the tobacco crop and the increase in the manufacture of cigarettes in China, has resulted in a growth in the export of Tobacco products from this country as the following figures show:

#### TOBACCO EXPORTS ABROAD

	Leaf and Stalk		Prepared		Cigarettes		Total
	Hk.	Tls.	Hk.	Tls.	Hk.	Tls.	Hk. Tls.
1912 ...	1,083,872		1,894,498		795,815		3,774,185
1921 ...	2,992,318		2,209,170		13,470,608		18,672,096
1924 ...	3,424,470		2,128,438		15,342,446		20,895,354



distributed each year, and the best methods of growing were demonstrated. Free seeds to the value of \$20,000 annually are imported by the British-American Tobacco Company, Ltd. Furthermore, promises and guarantees are given for the products, and oftentimes loans are advanced for future delivery. It is due to this encouragement that cultivation of American leaf has developed to its present prosperity.

"The British-American Tobacco Company, Ltd. does not own any land or buildings at Ershihlipu. The company buys the tobacco direct from the farmers, who bring the tobacco into the compound rented by the company for the purpose of handling leaf tobacco and see it weighed on scales which they have the privilege of testing at any time. Then the farmer is told by the company's buyer the price it is willing to pay. If the price offered is unsatisfactory the farmer may take the tobacco away and sell it to anyone he wishes. Every year the company imports fresh seed from abroad. This is given to the farmers, who, however, are not obliged to sell their tobacco leaf to the company.

"The company has introduced methods of drying by artificial heat, using small brick houses with mud roofs, usually native structures. In the houses iron pipes are installed and connected with a stove outside. Coal is used as fuel. The hot air passes from the stove into the iron pipes and the room is kept at a temperature of about 100 degrees during drying. Four or five leaves are packed together in straw frames and hung on wooden racks in the room. The leaf is kept in the room for three or four days, at the end of which time the colour becomes brown. The cost of installing the iron pipes and stove is about \$10. Although in 1917 there were only a few drying rooms owned by the farmers, at present there are over 6,000 such dryers built by the farmers of Weih sien, Anchou, Chucheng and Changlo.

"The demand for this tobacco is increasing, and those connected with the improvements point with pride to the fact that the average value of tobacco leaf produced about Tsingtao has quadrupled in the ten or eleven years since this propagation of foreign seed was started. With the increased price the production of tobacco itself has been largely increased. Besides the British-American Tobacco Company, Ltd., there is at Tsingtao, Nanyang Brothers, which started a plantation at Fangtze in 1923, and a Japanese company is now buying tobacco in that locality for export to Japan. With the



has imported experts from America and Europe. In the production of the drama, the company is trying to preserve in a living form the beauties of China's literature. In sending these pictures abroad the company arouses interest in the literary significance of this ancient country.

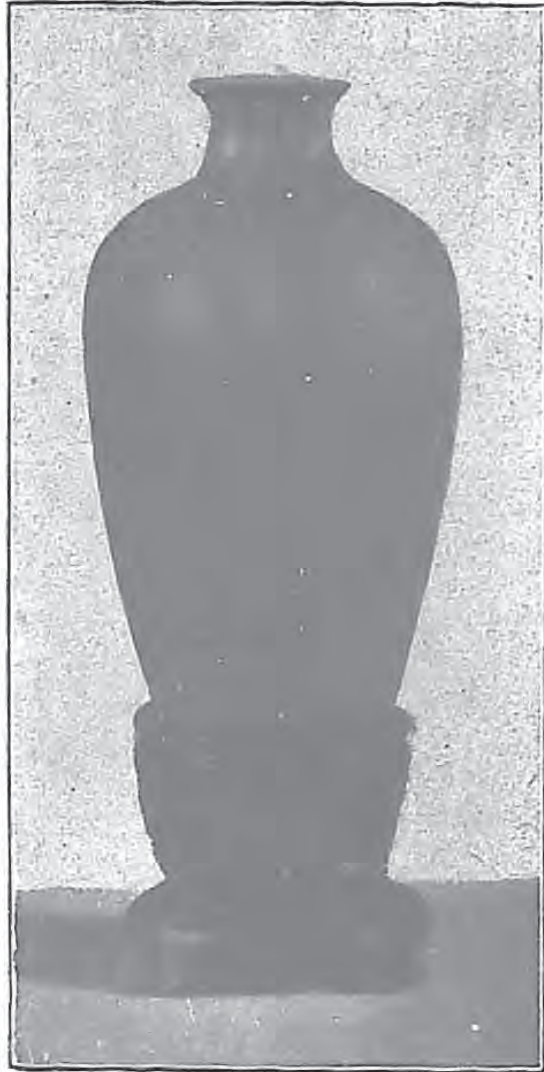
### ASSISTANCE TO THE FARMER

The progress of manufacturing has already been explained, the printing and lithographic works have been described; the tin foil factory adds to the Company's list the development of still another native industry. The foundation of a cigarette, however, is the tobacco. As long as China was a small producer of tobacco suitable for cigarettes it was difficult to develop that commodity into a genuine native industry. The company, therefore decided on the experiment of improving the cultivation of tobacco in China. This effort has been ably described in a report issued by the CHINA GOVERNMENT BUREAU OF ECONOMIC INFORMATION, part of which is here reproduced :—

“In the central part of Shantung province Chinese tobacco has been extensively cultivated for centuries. The best product comes from Anchou, Changyi, Changlo and Wehsien. Tobacco from these regions is highly valued and commands a good price on the Shantung market. However, the native leaves are small and of inferior quality, and the method of drying is crude. Practically all the leaf grown in Shantung is consumed in the province, as the demand for tobacco, both for old-style pipes and cigarettes, is large and growing, especially for the milder grades.

“During the German occupation of Kiaochow the British-American Tobacco Company, Ltd. established an experimental plantation at Fangtze, a railway station midway between Tsinan and Tsingtao, after unsuccessful experiments at Weihaiwei. Seeds were imported from abroad for the experiment. Later the plantation was moved to Erhshihlipu, a railway station between Fangtze and Wehsien, where a new product has been developed, the sale of which now amounts to \$2,000,000 annually.

“After the experiments proved to be successful, improved tobacco was introduced to the farmers of the region to promote the growth of better and more marketable grades. Free seeds were



A Lapis Lazuli porcelain vase is almost unknown in art museums. The Motion Picture Studio has now made it known to the world.

司公烟美英者識有鮮中界術美瓶花器磁石藍  
 世於影表以片影請部影攝



The original painting is then handed to the reproducer to make into a suitable form for printing many copies. This reproducer may be a lithographic artist, photographer, engraver, etcher or printer, according to the manner in which the final product is to be reproduced for either lithographic or letterpress printing. The lithographic artist copies the original on stone or metal by hand, the photographer uses the camera, after which other artists retouch the negatives, and then the photographer prints the negatives on the stone or metal. The engraver cuts the metal, while the etcher uses acid to produce his picture.

Students in this school are trained to be designers, lithographic artists, photographers, process photographers, etchers, zinco and electro workers, engravers on brass and copper, rotogravure, and printers, lithographic and letterpress, covering every branch of printing by the very latest methods.

#### ADVERTISING THE WONDERS OF CHINA

A new and experimental educational activity of the company is the production of motion pictures. To reduce the cost of this experiment the company is placing advertisements of various brands of cigarettes on the titles of the pictures, but, in reality, this is more an educational than a business enterprise. The motion picture studio has sent photographers to all parts of China to photograph the places of scenic and historical importance that they might be known throughout the world and that they might be preserved for future generations. In this endeavour the company is advertising the greatness of China to all nations. The photographers have shown the majestic beauty of Wu Tai Shan, the progress of Nantungchow, the historic greatness of Peking, the modernity of Shanghai, the grandeur of Hangchow. Wherever there is a progressive institution, wherever an official is serving the people, wherever anything happens that is worth recording in living pictures, the company's photographers go, at great expense, to make a picture.

Now the studio is beginning to produce dramas. The art of the motion picture is new in all countries, but in China it is just beginning. Actors, directors, scene painters, story-writers, and all the other human elements that enter into the production of a motion picture have to be trained, and for this purpose the company

ceives a drawing or design, who paints a picture either in black and white or in many colours.



This Palm (Jade) Green Vase is one of the treasures of the Chien Lung Period—a fine example of the national art of China. This vase has been included in one of the company's Motion Picture films.

一之木標術美等高國中瓶花綠翠隆乾  
 攝所部影攝動活司公烟美英



the collective labour of a large number of individuals. Everyone having any relations with this company in some way enjoys a share of its profits, if there are any.

### AN ART SCHOOL

Some of the activities of the company have only an indirect connexion with their actual business of manufacturing and selling cigarettes. The company is able to use the products of these organizations profitably; nevertheless, it has always regarded them not so much as profit-bringing departments, but rather as contributions to education. One of these is the Lithographic School at Pootung.

This School was founded in 1915, when the company, at considerable expense, brought expert lithographers from Europe and America to China to teach the art of photographic reproduction. Every person has seen the beautiful calendars, hangers and pictures in many colours which are used to advertise the cigarettes of the British-American Tobacco Company, Ltd. Some of these calendars and hangers represent a very high quality of artistic endeavour both in design and execution. The production of these beautiful pictures involves not only a great art, but a highly technical science, and many companies in China still import such articles from abroad.

The School at Pootung commenced with 25 pupils, who were paid a salary from the moment they entered the school. This salary was increased as they became more proficient in this art, which usually takes seven years to learn. Had the company not paid the students' salaries, only the rich might have been able to afford the long apprenticeship of seven years. More than 150 students have passed through this school, which is still in operation but of these only a few are still with the company and they are drawing good salaries as experts or teachers. The remainder have either set up in business for themselves or have become managers and experts in other printing establishments, as the company educates more men in this school than it requires for its own purposes. It may be said that a very large majority of those skilled in this art in China learned their trade at this Lithographic School at Pootung.

It will perhaps interest the reader to catch a glimpse at the many sides of this interesting art. It begins with the artist, who con-





At the end of five years from October 1, 1922, or, in the case of an employee entering the company's service after that date, at the end of five years from the date of his employment; the company will, provided the employee is still in the service of the company, double the amount already contributed. In the event of disability or death the company doubles the amount standing to the credit of the employee.

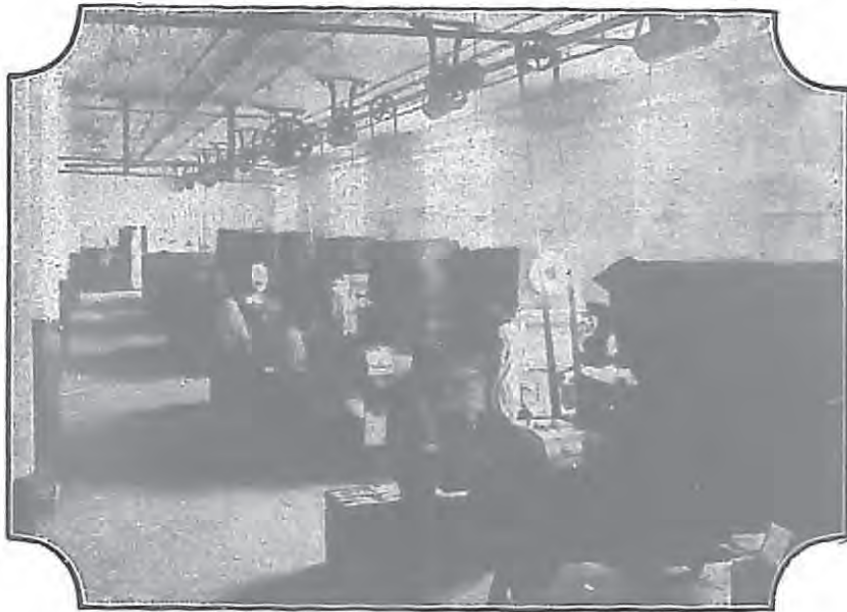
In a word, at the end of five years, or if the worker dies or is disabled, the company doubles its contribution. This Savings Fund has *done much to improve the moral and mental qualities of the labourers, as it has taken them out of the class of those who are working for their daily bread. They have become men and women with something to fall back on, with some financial protection against the future.*

#### BONUSES

For those who are not factory workers the company has a system by which it divides a part of its profits at the end of each year with such employees, Chinese or foreign. The profit-sharing or bonus also applies to dealers and sub-dealers; in fact, to all persons, except those who participate in the benefits of the Savings Fund, who have any connexion with the company, and have helped in the course of the year to make a profit on the business of the company. Just before Chinese New Year this bonus is distributed, to bring happiness to many a home on the annual settlement day. This bonus, of course, depends entirely upon the profits of the company. When there is no profit there can be no profit-sharing, but since the introduction of this system there has always been some profit, and the company's employees and associates have benefited from it.

It is often suggested that a foreign company like the British-American Tobacco Company, Ltd. exists only to take money out of China. How false is such an assumption! The company returns to China a large share of its earnings in the purchase of native raw materials, in salaries, savings and bonuses. It returns to China much more than it takes out of the country. It can only do this because it is a large company which can save on costs and can utilize

become of his wife and children? Who will pay the funeral expenses? Who will see to the education of his son? If a man has nothing put aside he worries about his family affairs and his life becomes sad and burdensome. If, on the other hand, he has a reserve, he is happier and more ready to advance himself.



The machine-made cigarette represents the highest development of the tobacco industry. It means clean tobacco and a uniform quality.

機 器 製 造 烟 紙 足 以 表 示 烟 草 事 業 之 發 達  
 所 製 烟 紙 質 地 純 潔 而 整 齊

In 1922 the British-American Tobacco Company, Ltd. recognized this fact and voluntarily established a Savings Fund for its Chinese factory workers. The regulations governing this fund are, in effect:

After October 1, 1922, the company will during a period of five years voluntarily set aside at the end of each month out of its own funds an amount equal to 5 per cent. of the earnings of each employee during that month.

village and, every month, for a very long period, his wages were sent to him. After two years he recovered, and he found his old job waiting for him. He is to this day a loyal and faithful worker of the company.

Another worker was suffering from lung trouble. He was transferred from Shanghai to a part of the country where the lungs grow strong and healthy because of the fine climate. He improved rapidly, but when he returned to Shanghai his old trouble came back and it was feared that he would die. The company thereupon arranged for him to enter a sanatorium in Hangchow, paying him full salary during the whole period that he was there. In time he recovered, and is now a well man.

These two instances are cited only to show the general policy of the company. Each case is handled individually. The physician studies the condition of the worker and makes a recommendation. The manager of the department then arranges that the best be done by each worthy employee.

#### EDUCATION FOR THE CHILDREN

The company is also interested in the children of its employees. It wants these children to have opportunities which their parents lacked. In the old-fashioned industries the child followed in the footsteps of the parent. The son of a coolie most often remained a coolie. The son of a day labourer could only hope to be a day labourer. The British-American Tobacco Company, Ltd., however, has established schools at Pootung, Hankow, Ershihlipu (Shantung), Amoy, Canton and other places for general education and every year it contributes towards the support of many schools throughout China. A list of such institutions will be found on page 36.

#### SOMETHING FOR THE FUTURE

Whether a man is a day labourer or a taipan, his peace of mind, his happiness, his opportunity for improvement depends in a large measure upon whether he is living from hand to mouth, with nothing for a rainy day and an extraordinary expenditure, or whether he has a little sum put away in a bank. There are moments in the life of every man when he thinks of the possibility of his death. What will

# B.A.T.

明公烟美英華烟

Although the company does everything possible to restore the health of their sick workers by means of a free medical service in their own hospitals and free attention in the large public hospitals in Shanghai and elsewhere, it has been a difficult problem to work out a system of sick pay which would become automatically effective. The conditions of labour in China are peculiar and the worker is rarely a native of the place in which he works. For this reason and as a result of long experience, the



In every British-American Tobacco Company, Ltd., factory, a complete surgery under the care of a physician and trained nurses, has been established.

院醫善完式新一設附內廠工各在司公烟美英  
理管婦護看之練經有及生醫由

company has adopted the policy of judging each case of sickness among its workers individually, in a manner which is perhaps best explained by the following examples :

An employee in Mukden once became very ill and stayed away from his work for a long period without showing any improvement. The company regarded it as a duty to send him back to his native



which consume such a large part of the earnings of any enterprise, must have a definite relationship with its income. The British-American Tobacco Company, Ltd. has always adhered to the policy of a liberal wage scale and has always paid its workers more than they could get elsewhere in the same industry for the same type of work. But even this has not always been altogether sufficient because as an exceptional rise in the price of rice might make even a larger wage less valuable in the purchase of this principal article of food.

The company has therefore adopted the rule that when the price of rice reaches more than \$8.00 per picul an allowance is made to cover the difference between this arbitrarily fixed price and the actual market price. The retail price of rice in September 1925 was \$13.00 in Shanghai. The burden, then, of the increased cost of the rice bowl is not thrown on the labourer, but is carried by the company.

#### CARE OF THE EMPLOYEE

In the small shop the health of the worker is of but small concern to the employer. He might be sorry for the sick worker, but he cannot afford to do much for him. The larger organization, benefitting from the collective labour of large numbers, can afford to set aside a certain amount of money for the care and welfare of its workers. The British-American Tobacco Company, Ltd. has been in the vanguard of other employers in China in this respect. At each of its factories it maintains a well-equipped hospital for the free treatment of the employees. Medicines and medical attention are provided free of charge. As soon as a worker complains of anything, he or she is examined by a competent physician and the proper treatment is immediately given.

The company is now planning to erect a modern hospital at Pootung for the welfare of the families of its workers,—that is, for the wives and children who are not employed by the company. In Hankow and Tientsin free bathing accommodations are provided. In Mukden and Tientsin rest-houses have been erected where the workers can be warm and comfortable should they arrive at the plant before it is opened in the morning. Here there is shelter and plenty of hot tea to take the chill off a wintry day in the cold northern climate.



under one roof, the collective results of their labour is such that the company can afford to provide plenty of light and air and room. The result is healthy and happy labourers, men and women who work under the most pleasant circumstances. The British-American Tobacco Company, Ltd. has never found in any factory a scarcity of labour, because the workers know of these superior conditions.

### NO CHILD LABOUR

But the British-American Tobacco Company, Ltd. gives the workers more than light and air and commodious factories. This company has always been in advance of the labourers' demands for social improvements. Long before anyone suggested that children ought not to work in factories and mills, but should be in schools, this company took steps to eliminate child labour from its factories, because it recognized that it was not beneficial to China that little children should be doing work which is more suitable for grown men and women. It felt that children should be at school and at play.

Plans were then devised to eliminate child labour from the factories. Under the existing standard of living in China it is often necessary that all the members of a large family should bring in some wages. Parents therefore took their children to the factories, although it must have made them sad to do so. When they were told that the factory did not like to employ children under 14 years of age, they would say that their children were older than that. The British-American Tobacco Company, Ltd. had no way of learning the true age of the child, as there is no governmental registration of births in this country. The management was therefore forced to study the size of the child as an indication of its age. This method may not have been altogether successful, as size is not a scientific test of age, but it has kept many children at play who might have been at work.

### BETTER WAGES

The question of wages in this country is difficult to determine with scientific exactness because of the changing value of the currency. The employer of labour has to determine wages in relation to the price for which he can sell his commodity. Wages,

LIGHT AND AIR

The factories of this company are light, well-ventilated, and always include the most modern conveniences for the workers. The difference between the large factory and the little shop lies in this, that in the large factory ample room can be afforded to allow the workers to do their daily tasks under such surroundings that their health will not in any way be impaired by their work. In any shop the overhead expenses must be in relationship to the number of men at work. If one man is working alone, he cannot spend



Light, air, and healthy working conditions surround the labourers of the company.

作工全健享得人工足器空夠線光內廠

much money on light and air, which is expensive from the standpoint of building construction. If only two or three or half-a-dozen men are working together, perhaps a little more can be spent for light and air, but the rooms are bound to be small, the windows few and the light scarce, as these add to the general expenses of the establishment. When, however, you have several thousand people



Among the British-American Tobacco Company, Ltd. workers are :

Experts in the scientific handling of leaf tobacco,  
Experts in the scientific manufacture of tobacco,  
Engineers, civil and mechanical,  
Electricians,  
Mechanics,  
High-class skilled operators of many kinds of automatic and semi-automatic machines,  
Type printers,  
Offset printers,  
Lithographic printers,  
Artists,  
Office executives and accountants,  
Salesmen,  
Sales managers and sales executives,  
Advertising writers,  
Motion Picture operators,  
Transportation experts,  
Chemists,  
Draughtsmen.

#### EQUALITY OF OPPORTUNITY

In a large industrial enterprise personal friendship and patronage can play almost no part in the advancement of an employee. With 25,000 workers under the direction of the management of the British-American Tobacco Company, Ltd. it is impossible for the directors to be personally acquainted with all the workers. But they are able to judge by results. They are able to discover the man with initiative and character, the man who does not simply grind at his job, but who is always improving himself, who is always learning something more about the business and adding to the general efficiency of the company. Such men easily rise to the top. All the higher officials of the company, whether Chinese or foreign, have risen from small positions to higher ones. In the British-American Tobacco Company, Ltd. there is an opportunity for every man to learn something, to develop himself and to better his condition. From that standpoint the British-American Tobacco Company, Ltd. is an industrial democracy which provides equality of opportunity for every employee.



of the British-American Tobacco Company, Ltd. are men and women who have to be capable of performing tasks requiring considerable skill. Some of this work is of such a nature as to require intensive training abroad, and in this respect the British-American Tobacco Company, Ltd. really becomes an educational institution. For the purposes of making this point clear, a list of the kinds of employees working for this company has been prepared, from which

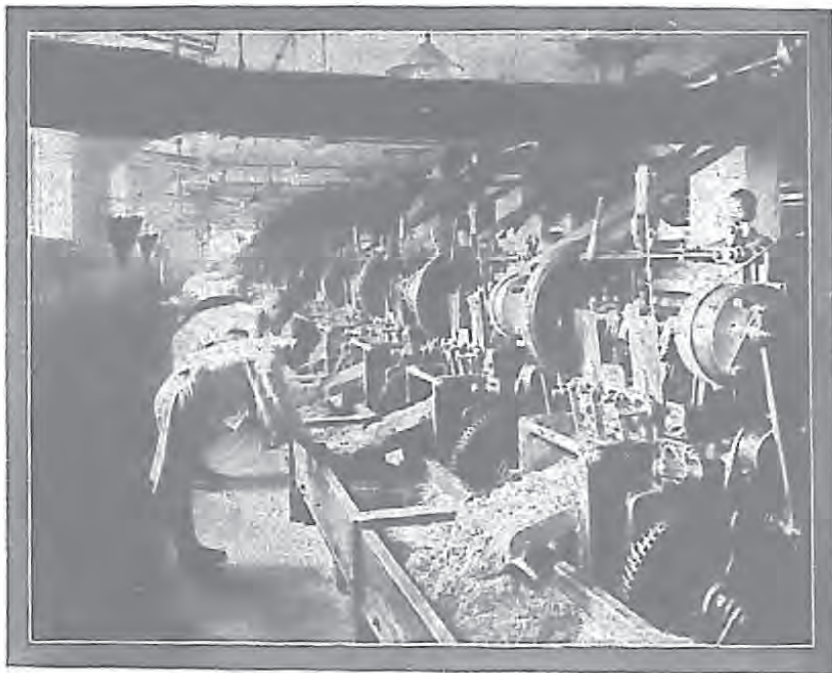


Many of the men trained in the company's Machine Shops go into business for themselves, making cigarette machinery which others are using.

意生立自後之成學徒學之習學內廠械機司公在數多  
 需所上市給供器機烟紙造製或

it will be seen how the company has taken unskilled workers, mostly from the farms and villages, and has developed them into highly trained men, many of whom eventually go into business for themselves in their respective specialities and make outstanding successes.

the earnings of a company are not the shareholders or the managers, who number few, but the labourers and producers of raw materials, who number many. The employment of 25,000 Chinese men and women in this business and the purchase of tobacco and other supplies locally, means that the largest part of the earnings in China of the British-American Tobacco Company, Ltd. returns to the Chinese people.



The cutting of even, smooth tobacco requires a very complex machine and careful attendants.

守看意注及器機雜繁用需整齊潔純絲烟細切

### THE DEVELOPMENT OF SKILLED LABOUR

It might be thought, by those who are not so well-informed, that most of the labourers employed by the British-American Tobacco Company, Ltd. consist of workers who merely look after machines. This is quite incorrect. The Chinese workers



## MACHINE SHOP

In addition to the manufacturing of cigarettes, the printing of labels, posters and containers the British-American Tobacco Company, Ltd. maintains at Pootung a machine shop where modern machinery is built and spare parts are manufactured to provide against the wear and tear of imported machinery. At this plant engineering work of a very high grade is done. The company maintains this shop in anticipation of the day when it will manufacture in China all the machinery required in the conduct of its business. Some of the men who have been trained in this machine shop have set up in business for themselves and are to-day producing fine machinery which is being used in factories of the company's competitors.

## THE BIRTH OF AN INDUSTRY

The opening of these factories was an experiment on the part of the company. When the British-American Tobacco Company, Ltd. began to manufacture cigarettes in this country, labour in China had not yet been industrialized. Labour was in the condition known in history as the Domestic System. Mass production and the large scale factory and mill were unknown. The workers produced their goods in little shops, usually behind the counter where the goods were sold. One or two workers were employed by the seller of the goods, and they worked long hours, under insanitary conditions, for small wages. Children were employed as apprentices to learn the business. This system was not confined to China. Until the first quarter of the 19th century it was universal.

The introduction of the machinery and the factory in Europe improved the condition of labour everywhere. But the factory, employing hundreds of labourers and utilizing a huge investment of capital, gave rise to new and difficult problems. Shareholders of merchandizing companies were at first reticent to risk their capital on an experiment along these lines in China. The British-American Tobacco Company, Ltd., however, from the beginning realized how important it was to China to bring modern industry to the country. It was willing to take the risk, because it had courage and conviction and because it wanted to please its customers, the Chinese people, by putting back into the country a large share of the money used in the business. For the greatest participaters in

surplus population which is such a serious problem in the over-populated districts of central and north China. The British-American Tobacco Company, Ltd. factories are not all situated in Shanghai, but are scattered about the country, providing work to Chinese everywhere. Two of the factories are situated at Pootung, opposite Shanghai, in Kiangsu Province; one is in Shanghai; two are in Hankow, in Hupeh Province; one in Tientsin (Chihli); one



Skill and training go into the work of producing machinery in the British-American Tobacco Company, Ltd., Machine Shop in Pootung.

英 美 烟 公 司 在 浦 東 之 機 械 廠

製 紙 烟 機 器 須 有 才 能 及 訓 練 始 克 製 成

at Mukden (Fengtien); and one at Tsingtao (Shantung). In addition to these, printing works have been established at Pootung, Shanghai, Tientsin and Tsingtao. At Pootung an engineering department and machine shop has also been established and a new tin-foil factory has now been completed.



in this country a cigarette of the same standard and quality as that made in its factories in England and America, and at the same time it has sought to encourage the Chinese farmer to produce a grade of tobacco as good as that produced in Virginia and Carolina, so that they could use the native product without the cigarette suffering in any respect.



The application of machinery to the manufacture of the cigarette guarantees an even quality and cleanliness.

整齊且而潔純地質保可烟紙造製器機用

### THE DEVELOPMENT OF A GREAT INDUSTRY

This experiment has led to the development of the great cigarette manufacturing industry in China, which now ranks only second to the cotton spinning and weaving industry. The British-American Tobacco Company, Ltd. alone employs 25,000 Chinese in this industry, thus providing work and a livelihood for a large body of men and women who otherwise might have been of that



whether it was the same kind that he bought before. He knew nothing about its quality, except as he could judge it himself, or its cleanliness, except as he could see it, or its freshness, except as he could smell it.

The cigarette with the trade-mark, however, is something quite different. Behind it stands the pride and the reputation of the manufacturers and the selling agents. They believe so much in their article that their whole good-will lies in their trade-mark. It is the sign of uniformity, of quality and of good service. It is to tobacco what the sterling mark is to silver. It is a contract between the manufacturer and the public of service. It is the public's guarantee that they are getting their money's worth.

#### PRICE AND QUALITY

Every student of economics knows that standards of living vary in different countries. In some places the standard of living is very high; in others it is lower. The standard of living depends upon the average income of the people. In China it is determined by the average income which a farmer makes out of his labour, which is not very high. Now, a small company has not the resources to meet the lower standard of living of China in such a way that the Chinese can have a high quality product at a small cost. A large company can save money in purchasing, in manufacturing, in distribution, and this saving can go into the quality. This is the reason why a large company like the British-American Tobacco Company, Ltd. can sell on the Chinese market, cigarettes of good quality at prices suitable to all classes of consumers. Anyone who has travelled knows this to be a fact. It is a fact which has been made possible by the principles of service of the British-American Tobacco Company, Ltd.

#### USING NATIVE PRODUCTS

At the same time, the large companies can always undertake new developments without allowing their experiments to depreciate the quality of their product. One of the first experiments made by the British-American Tobacco Company, Ltd. was the manufacture of cigarettes in China and the utilization of tobacco grown in China for their manufacture. Following its principle of serving its customers and satisfying their wishes, the British-American Tobacco Company, Ltd. has endeavoured to produce



control of the company is in the hands of the shareholders and the executive employees, who are also of all nationalities.

The business of the company in China is conducted by the British-American Tobacco Company (China), Ltd., which is managed by executive employees of all nationalities. Several associated firms, the management of which is entirely under the direction of Chinese, have now joined with this company in the tobacco business in China.

### THE LESSON OF THE INDUSTRIAL REVOLUTION

It might be asked: Why is it necessary that there should be one large company consisting of the leading manufacturers of several countries instead of many small concerns? The answer to this question lies in the history of modern business. When the Industrial Revolution applied machinery to the manufacture of commodities, more goods were produced than could be consumed in the locality of manufacture. It was necessary to export large quantities to other countries. It also became necessary to import raw materials from the whole world to keep the machines and the workers busy. This applied to everything—to steel, textiles, wood-work and tobacco.

The managers of these constantly growing enterprises soon realized that it was not efficient or beneficial to the trade if they wasted their efforts in mere competition. They learned that they could produce a better article more cheaply if they co-operated. They found that they could satisfy the public better if they put their full energy into producing a higher type of article than if they wasted their time and money in trade warfare. They found that they could procure finer raw materials and use them to better advantage if they either purchased large quantities or used their joint capital in producing the raw materials themselves. They also realized that good business did not consist merely in selling something to the public, but in pleasing the public, for when a customer is pleased he purchases the same article again. They therefore joined forces and produced goods of which they could be proud.

### THE TRADE-MARK

One of the first results of this tendency was the *trade-marking* of goods. In the old days a man went into a shop and bought a pound of tobacco. He did not know the origin of the tobacco, or



to sell their products outside of their own countries. In 1902 these manufacturers organized the British-American Tobacco Company, Ltd. with principal offices in London and New York. One of the leading spirits of the firm was the late Mr. James B. Duke, the most important American tobacco merchant of his day.

It is at this point necessary to make it clear that although the British-American Tobacco Company, Ltd. maintains principal offices in New York and London, it is in reality an international company, in that its shares are held the world over. All nationalities, including



This is the original engine used at Pootung between 1902 and 1904. Compare its simplicity with machine on page 29.

東浦在時年四零百九千一及年二零百九千一於乃此  
較比器機之頁四第與試器機之用所

the Chinese, are to be found on the lists of shareholders. These shares may be purchased on the open market in any country. Any Chinese who desires to become a shareholder may go to his broker in Shanghai or any other city and purchase shares at the current market price. The profits and bonuses of this company are distributed to shareholders in all countries, including China. The





they used in their pipes of various descriptions. The earliest foreign travellers through the country remarked upon the amount of tobacco which was being smoked everywhere, by all classes of society and by both sexes.

This form of smoking, however, was unsanitary and did not give the smoker the full advantage of the tobacco. The invention of the cigarette gave those who smoke tobacco an opportunity to enjoy the leaf in its most pleasant manner; in a clean, sanitary and satisfactory form. The application of machinery to the manufacture of the cigarette assured the smoker that his tobacco would come to him uniform, free from impurities, without contamination at any stage of manufacture.

The British-American Tobacco Company, Ltd. cannot claim the credit of having introduced tobacco to China. It does, however, ask that it be recognized as the pioneer which brought to the masses of the Chinese people the machine-made cigarette, the most perfect form of smoking tobacco thus far known.

In 1890 an American firm, Mustard & Company, began to import American cigarettes into China. This company also realized that a great tobacco-smoking country like China ought to manufacture its own cigarettes. In 1891 they brought the first cigarette-making machine to China and manufactured the first cigarette ever made in this country. The pioneer firm of Mustard & Company still exists and is now associated with the British-American Tobacco Company, Ltd., whose business in China is really a development of this first effort.

#### BRITISH-AMERICAN TOBACCO COMPANY, LTD. AN INTERNATIONAL ENTERPRISE

The British-American Tobacco Company Ltd. came into existence as a result of American and British manufacturers of cigarettes reaching the conclusion that they could serve the public more satisfactorily by working together than by competing with each other. The manufacturers of both countries were using the same tobacco, Virginia, and were really producing the same kinds of cigarettes, but they were wasting energy and capital in an unwise and unnecessary competition. The manufacturers of Pinhead, Capstan, Pirate, Ruby Queen and Three Castles formed one company



as a friend of their country, as a business organization which is constantly creating, constantly building up, and which has never once in its whole career committed a single act of a destructive character.



The New Executive Offices of the British-American Tobacco Company (China), Ltd., at the Corner of Soochow and Museum Roads, Shanghai.

路州蘇海上在屋房公辦建新司公煙美英華駐  
角轉路院物博及

It is because the British-American Tobacco Company Ltd. realizes the friendship which has grown up between the Chinese people and itself that this record of its service to China is issued, in the hope that those who have misunderstood or have been misled will join with those who are the company's warmest friends to make this service continuous and for a permanent benefit to China.

#### THE CIGARETTE—AN IMPROVED SMOKE.

The tobacco plant has been known and smoked in China for centuries, even before Europe was familiar with its fragrance and delight. The Chinese cut up the tobacco in small strips which



FOR GOOD, RETURN GOOD,  
FOR EVIL, JUSTICE.—*Confucius*

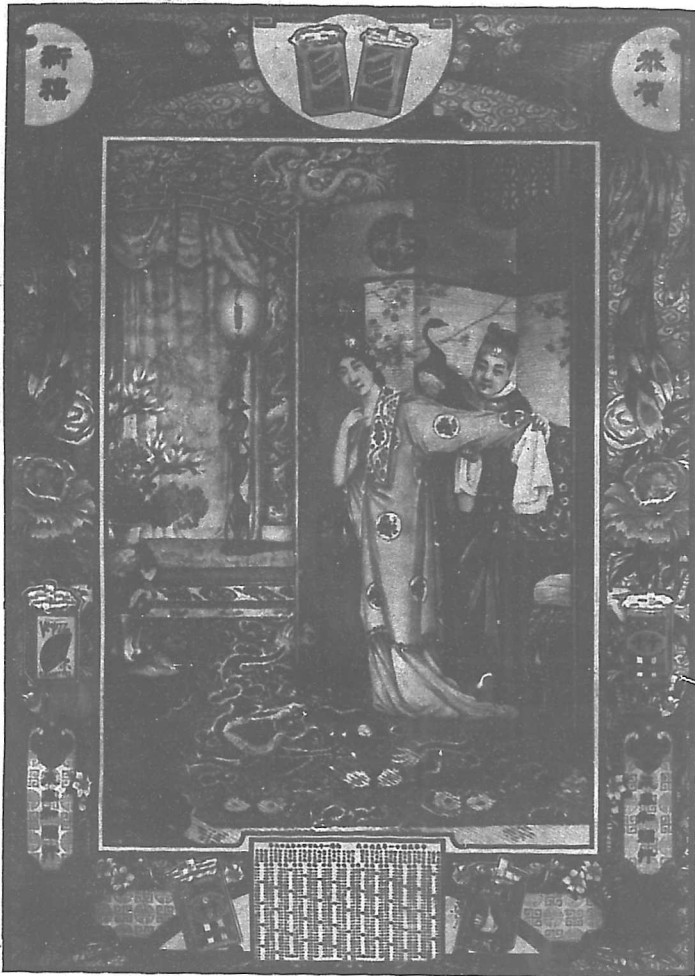
**I**N a narrow sense a great business exists only to make profits for its shareholders. Enterprises which have restricted their efforts to making profits have rarely succeeded in developing into important world-famed organizations. The modern industrial enterprise is as much a social as a business institution. It recognizes its social obligations to the community in which it operates. Its first principle is service,—service to its labourers, service to its agents, service to the public.

The British-American Tobacco Company, Ltd., has recognized this principle since its inception and has never for a moment deviated from it. In good times and bad the company has devoted a large part of its earnings to public service and the betterment of the condition of its workers and agents. When misguided competitors have attempted to shake the public confidence in the company, it nevertheless continued to adhere to its ideal of service. This ideal might be summed up in the Confucian doctrine, "For Good, Return Good, For Evil, Justice." And justice has always been interpreted as meaning a continuous and unimpaired faith in the ideal of maximum usefulness to the Chinese people.

#### A DEBT REPAID


This pamphlet is prepared as a record of the service of the company to China. It is not a statement of what China owes to the company, but of what the company feels that it owes to China and what steps it has taken to repay its obligations. It is a statement not of business adventures and profits, but of the efforts to make business humane, to make an industrial and commercial enterprise a part of and an asset to the community and the country. There have been moments when the Chinese people have misunderstood the British-American Tobacco Company, Ltd., and have shown themselves unfriendly to it. There have been moments when competitors have forgotten the ethics of trade and have defamed this company unjustly. But over a long period of years these instances have been rare and of the shortest duration. The Chinese people have, on the whole, regarded the British-American Tobacco Company, Ltd.





Facsimile of a hanger designed by the Art Department  
 and printed at the Pootung Works of the British-  
 American Tobacco Co., Ltd.





The Record in China of the  
British-American Tobacco  
Company, Limited

*All Rights Reserved*



1155

444389

For Good, Return Good,  
For Evil, Justice.—*Confucius*

The Record in China  
of the British-American  
Tobacco Company,  
Limited

*E. N. Shih*

