

ng regarded as the essential part of the State,
and FOOD as the people's heaven, is it not right that those in
authority should value and be careful of both?"]

while government expenses for broken chariots, worn-out horses,
breast-plates and helmets, bows and arrows, spears and shields,
protective mantles, draught-oxen and heavy wagons, will amount to
four-tenths of its total revenue.

15. Hence a wise general makes a point of foraging on the
enemy. One cartload of the enemy's provisions is equivalent to
twenty of one's own, and likewise a single PICUL of his provender
is equivalent to twenty from one's own store.

[Because twenty cartloads will be consumed in the process of
transporting one cartload to the front. A PICUL is a unit of
measure equal to 133.3 pounds (65.5 kilograms).]

16. Now in order to kill the enemy, our men must be roused
to anger; that there may be advantage from defeating the enemy,
they must have their rewards.

[Tu Mu says: "Rewards are necessary in order to make the
soldiers see the advantage of beating the enemy; thus, when you
capture spoils from the enemy, they must be used as rewards, so
that all your men may have a keen desire to fight, each on his
own account."]

17. Therefore in chariot fighting, when ten or more
chariots have been taken, those should be rewarded who took the
first. Our own flags should be substituted for those of the
enemy, and the chariots mingled and used in conjunction with
ours. The captured soldiers should be kindly treated and kept.

18. This is called, using the conquered foe to augment
one's own strength.

19. In war, then, let your great object be victory, not
lengthy campaigns.

[As Ho Shih remarks: "War is not a thing to be trifled
with." Sun Tzu here reiterates the main lesson which this
chapter is intended to enforce."]

20. Thus it may be known that the leader of armies is the
arbiter of the people's fate, the man on whom it depends whether
the nation shall be in peace or in peril.

III. ATTACK BY STRATAGEM

1. Sun Tzu said: In the practical art of war, the best
thing of all is to take the enemy's country whole and intact; to
shatter and destroy it is not so good. So, too, it is better to
recapture an army entire than to destroy it, to capture a
regiment, a detachment or a company entire than to destroy them.

[The equivalent to an army corps, according to Ssu-ma Fa,
consisted nominally of 12500 men; according to Ts'ao Kung, the
equivalent of a regiment contained 500 men, the equivalent t