

I. Estimates

- The 5 factors:
 - Moral influence
 - When one treats people with benevolence, justice, and righteousness, and reposes confidence in them, the army will be united in mind and all will be happy to serve their leaders.
 - Weather
 - Natural forces, seasonality, uncontrollable factors
 - Terrain
 - Distance to enemy, condition of path, easy/difficult to traverse?
 - Command
 - A General's 5 virtues: wisdom, sincerity, humanity, courage, and strictness
 - Doctrine
 - Organization, manage direct reports, manage supplies
- All warfare is based on deception. When capable, feign incapability; when active, inactivity; when far, near.
- When enemy concentrates, prepare against him; where he is strong, avoid him
- Anger his generals and confuse him
- Pretend inferiority and encourage his arrogance
- Keep him under a strain and tire him
- When he is united, divide him
- Attack when he is unprepared

II. Waging War

- Prolonged campaigns will drain resources
- Moving resources and troops can be very expensive; money will be spent on the daily basis. When your resources are low, troops exhausted, and treasury emptied, your chance of being taken over is very high
- Rage can be converted to strength. Use this to carve out the energy in people
- Reward those who take initiatives or the first stab at something
- When acquire or capture the enemy, treat the captives well. Do not disdain or insult them, but show them care and affection. This is called "winning the battle and becoming stronger"

III. Offensive Strategy

- It's better to capture the enemy's army than to destroy it
- To subdue the enemy without fighting is the acme of skill
- Attack the enemy's strategy, not his army
- Disrupt his alliances
- The General has to be patient and subdue the enemy without battle. Conquer by strategy.
- If you're 10x the strength of your enemy, surround him. 5x? Attack. 2x? Divide him. Equal? Engage. Weaker? Withdraw.
- Make orders and expectation clear to set good examples
- He who knows when he can fight and when he cannot will be victorious
- He who understands how to use both and small forces will be victorious
- He whose ranks are united in purpose will be victorious
- He who is prudent and lies in wait for an enemy who is not, will be victorious
- He whose generals are able and not interfered with by the sovereign will be victorious
- Know the enemy and know yourself in 100 battles you'll never be in peril
- When you're ignorant of the enemy but know yourself, your chances of winning or losing are equal

- If ignorant both of your enemy and of yourself, you're certain in every battle to be in peril

IV. Dispositions

- Skillful warriors first made themselves invincible, then awaited the enemy's moment of vulnerability
- Invincibility depends on one's self, the enemy's vulnerability on him
- Therefore a warrior can be invincible but cannot cause an enemy to be certainly vulnerable
- Therefore one may know how to win but cannot necessarily do so
- One defends when his strength is inadequate; he attacks when it is abundant
- To foresee a victory which the ordinary man can foresee is not the acme of skill. To distinguish between the sun and moon is no test of vision; to hear thunderclap is no indication of acute hearing.
- In planning, never a useless move; in strategy, no step taken in vain

V. Energy

- Management of many is the same as management of a few. It is a matter of organization
- And to control many is the same as to control a few. This is a matter of formations and signals
- The musical notes are only five in number but their melodies are so numerous that one cannot hear them all
- The primary colors are only five in number but their combinations are so infinite that one cannot visualize them all
- The flavors are only five in number but their blends are so various that one cannot taste them all
- In battle there are only the normal and extraordinary forces, but their combinations are limitless, none can comprehend them all
- When water tosses boulders it is because of its momentum
- When the strike of the hawk breaks the body of its prey it is because of timing
- Order or disorder depends on organization; courage or cowardice on circumstances; strength or weakness on dispositions
- A skilled commander seeks victory from the situation and does not demand it from his subordinates. He selects men and exploits the situation
- He who relies on the situations uses his men in fighting as one rolls rocks or stones. The nature of rocks and stones is that on stable ground they are static; on unstable ground they move. If square, they stop; if round, they roll.

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VI. Weaknesses and Strengths

- Generally he who occupies the field of battle first and awaits his enemy is at ease; he who comes later to the scene and rushes into the fight is weary. Therefore bring the enemy to the battle and do not be brought there by him
- When the cat is at the rathole, 10,000 rats there not come out; when a tiger guards the ford, 10,000 deers cannot cross
- When the enemy is at ease be able to weary him, when well fed, to starve him, when at rest, to make him move
- Appear at places to which he must hasten, move swiftly where he does not expect you
- Subtle and insubstantial, the expert leave no trace; divinely mysterious; he is inaudible
- The enemy must not know where I intend to give battle. For if he does not know where I intend to give battle he must prepare in many places. And when he prepares everywhere he will be weak everywhere.
- Probe the enemy and learn where his strength is abundant and where deficient
- An army is like the water, for just as flowing water avoids the heights and hastens to the low

lands, an army avoids strength and strikes weaknesses.

- And asked water shapes its flow in accordance with the ground, so an army manages its victory in accordance with the situation of the enemy
- And as water has no constant form, there are in war no constant conditions
- Thus, one able to gain the victory by modifying his tactics in accordance with the enemy situations
- Of the five elements, none is always predominant; of the four seasons, none lasts forever; of the days, some are long and some short, and the moon waxes and wanes

VII. Maneuvers

- Make it appear that you're far away. You can start mobilizing after your enemy does but still arrive before him because you know how to estimate distances
- Have the more robust troops move first and carry light belongings. They will arrive first and the other later, making the entire marching continuous. The rear can support the front, the front can focus on high-priority stuff
- When campaigning, be swift as the wind; in leisurely march, majestic as the forest; in raiding and plundering, like fire; in standing, firm as mountains. As unfathomable as the clouds, move like a thunderbolt.
- When plundering a countryside, divide the forces. When conquering territory, divide the profits
- The commander is the spirit of the army
- During the early morning spirits are keen, during the day they flag, and in the evening thoughts return toward home. This is control of the moral factor
- In good order, the army awaits a disorderly enemy in serenity. In serenity and firmness they are not destroyed by events. This is control of the mental factor
- Close to the field of battle, they await the enemy coming from afar; at rest, an exhausted enemy; with well-fed troops, hungry ones. This is control of the physical factor
- The army doesn't engage with well-formed enemy. This is control of the factor of changing circumstances
- Do not prevent an army from coming home
- Do not pursue when the enemy pretends to escape
- Do not press an army against the walls. Desperate men fight viciously
- Do leave an escape route for surrounded, defeated enemy

VIII. The Nine Variables

- Don't camp in low-lying grounds. Unit with allies in commanding grounds. Don't linger in desolate ground. Resourcefulness is a must in enclosed ground.
- There are some roads not to follow, some troops not to strike; some cities not to assault; and some grounds which shall not be contested. Choose your battle wisely.
- There are occasions when commands of the sovereign need not be obeyed
- 5 variations:
 - A road, though might be the shortest, shall not be followed if there is ambush
 - An army, though might be attacked, is not to be attacked if in desperate circumstances
 - A city, though isolated and susceptible to attacks, shall not be attacked because it is well stocked and defended by crack troops under command of wise generals
 - Ground, though might be contested, shall not be fought for if it is difficult to defend later or has a high chance of being counter-attacked
 - The orders of sovereign, though should be obeyed, shall not be followed if the general understands its harmfulness
- It is a doctrine of war not to assume the enemy will not come, but rather to rely on one's readiness to meet him; not to presume that he will not attack, but rather to make oneself

invincible

- Five dangerous qualities in a general:
 - If reckless, he can be killed
 - If cowardly, captured
 - If quick-tempered, can be made a fool of
 - If has too delicate a sense of honor, can be calumniated
 - If compassionate, could be harassed

IX. Marches

- Camp on high grounds facing the sun. Never attack upward a hill.
- Move away from the water edge after crossing a river. Strike after half of the enemy has finished crossing the river
- When the enemy challenges a battle, he wants to lure you into his favorable position
- When the enemy's envoys speak in humble terms but they continue to prepare, they will advance
- When their language is deceptive but they pretentiously advance, they will retreat
- When speaking in apologetic terms, they want a respite
- When asking for a truce without previous understanding, they are plotting
- When half of the troop advances and half withdraws, he's trying to decoy you
- In wars, number alone doesn't confer advantage
- If troops are punished before their loyalty is secured, they will be disobedient. If not obedient, it's hard to employ them. If troops are loyal but punishments aren't enforced, you can't employ them

X. Terrains

- There are many types of grounds. Choose the higher ones with the side facing the sun and close to supply routes
- It is the general's responsibility to understand the types of grounds they are in. The army will be weak if the general's morale is weak.
- The general who in advancing does not seek personal fames, and in withdrawing is not concerned with avoiding punishment, but whose only purpose is to protect the people and promote the best interest of his sovereign, is the precious jewel of the state
- Because such a general regards his men as infants they will march with him into the deepest valleys. He treats them as his own beloved sons and they will die with him
- Know the enemy, know yourself; your victory will never be endangered. Know the ground, know the weather; your victory will then be total

XI. The Nine Varieties of Ground

- Seize something he cherishes and he will conform to your desires
- Speed is the essence of war. Take advantage of the enemy's unpreparedness; travel by unexpected routes and strike him where he has taken no precautions
- The general should be capable of keeping his officers and men ignorance of his plans
- He prohibits superstitious practices and rids the army of doubts. Then until the moment of death there can be no troubles
- He changes his methods and alters his plans so that people have no knowledge of what he is doing
- He alters his campsite and marches by devious routes, and thus makes it impossible for others to anticipate his purpose
- Therefore at first be shy as a maiden. When the enemy gives you an opening be swift as a hare and he will be unable to withstand you

XII. Attack by Fire

- When using fire, equipment for setting fires must always be at hand
- There is suitable times and inappropriate days on which to raise fires. Times means when the weather is scorching hot; days means when the moon is in Sagittarius constellations, for these are days of rising winds
- When the wind blows doing the dat; it will stop at night
- If not in the interest of the state, do not act. If you cannot succeed, do not use troops. If you are not in danger, do not fight

XIII. Employment of Secret Agents

- An army without secret agents is exactly like a man without eyes or ears
- And therefore only the enlightened sovereign and the worthy general who are able to use the most intelligent people as agents are certain to achieve great things. Secret operations are essential in war; upon them the army relies to make its every move
- There are five types of secret agents
 - Native agents are those of the enemies country people whom we employed
 - Inside agents are enemy officials whom we employ
 - Doubled agents are enemies spies whom we employ
 - Expendable agents are those of our own spies who are deliberately given fabricated information
 - Living agents are those who return with information