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战国策

RECORDS ON THE  
WARRING STATES PERIOD

II

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Chinese-English

# 战国策

Records on the Warring States Period

II



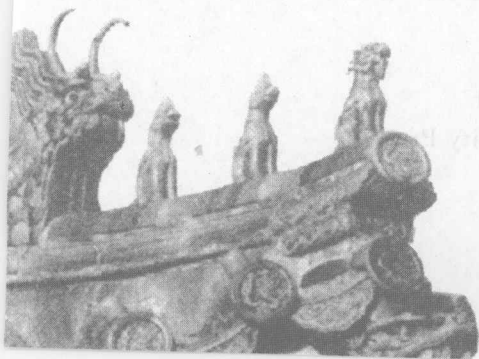
翟江月 英译、今译

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## 卷十二 齐 五

### 苏秦说齐闵王

#### 【原文】

苏秦说齐闵王曰：“臣闻用兵而喜先天下者忧，约结而喜主怨者孤。夫后起者藉也，而远怨者时也。是以圣人从事，必藉于权而务兴于时。夫权藉者，万物之率也；而时势者，百事之长也。故无权藉、倍时势而能事成者，寡矣！”

“今虽干将、莫邪，非得人力，则不能割刳矣；坚箭利金，不得弦机之利，则不能远杀矣。矢非不铍而剑非不利也，何则？权藉不在焉。何以

#### 【今译】

苏秦游说齐闵王说：“我听说喜欢抢在各国前面起兵进攻别国的，就会有忧患；喜欢联合盟国进攻别国从而为自己树敌的，就会被孤立。后发制人的会有所凭借，远离怨恨的能够把握时机。所以圣人做事情，一定会借助于权变，而且努力抓住有利时机行事。借助于权变，就能成为万物的统帅；抓住有利时机，就能成为各项事业的主宰。所以如果不借助于权变，与时势相背离，却能完成自己的事业的太少了。

“即便有干将、莫邪，如果不借助于人力，就不能割断或刺伤东西。即使有坚固的箭杆和锋利的箭头，如果没有弓弦和机弩的帮助，就不能杀伤远处的目标。箭头并非不锐利，宝剑并非不锋利，却为什么不能击中目标呢？是因为所凭借的东西不存在的缘故。怎么知道是这样的



## Book 12

### The Fifth Volume on Qi

#### Su Qin Had a Talk with King Min of Qi

Su Qin had a talk with King Min of the state of Qi and said, "I heard that if a sovereign likes taking the lead attacking other states, he will be in trouble. If a sovereign is engaged in uniting with his allies to attack other states, he will be isolated. Those who win by striking only after the enemy strikes can resort to something else. Those who are able to keep themselves out of trouble can make good use of every opportunity. Hence, when sages embark upon undertakings, they always resort to temporary measures and take action at the right time. By resorting to temporary measures, they can manipulate tens of thousands of things. By taking action at the right time, they can become rulers of hundreds of undertakings. Hence, few can succeed if they neither resort to temporary measures nor make good use of opportunities!

"Without human power, Gan Jiang and Mo Ye (referring to the two most famous swords) cannot hurt any target alone. Without the help of string and bow, the sharpest arrow with the firmest shaft cannot hit any distant target. It is not that the arrow is blunt and the sword is not sharp. What is the reason then? Well, they cannot resort to other elements crucial to them. How do I know this? Previously,

# 【原文】

知其然也？昔者，赵氏袭卫，车[不]舍，人不休，(传)[傳]卫国，城(割)[刚]平。卫八门土而二门堕矣，此亡国之形也。卫君跣行告邈于魏，魏王身被甲底剑，挑赵索战。邯郸之中鹜，河、山之间乱。卫得是藉也，亦收余甲而北面，残刚平，堕中牟之郭。卫非强于赵也，譬之卫矢而魏弦机也，藉力魏而有河东之地。赵氏惧，楚人救赵而伐魏，战于州西，出梁门，军舍林中，马饮于大河。赵得是藉也，亦袭魏之河北，烧棘沟，坠黄城。故刚平之残也，中牟之堕也，黄城之坠也，棘沟之烧也，此皆非赵、

# 【今译】

呢？从前赵国军队进攻卫国，兵车前进不止，士卒不得休息，逼近卫国，割取刚平，卫国都城有八个城门被堵塞，两个城门被攻破，这是亡国的形势啊。卫国国君赤脚到魏国告急。魏王亲自身披铠甲、磨砺宝剑，向赵国挑战。邯郸城中一片混乱，黄河与太行山一带动荡不安。卫国得到这个有利条件，也召集起残兵向北袭击赵国，攻克刚平，摧毁中牟的外城。并非卫国比赵国强大，如果把卫国比喻成箭，那魏国就是弓弦和机弩，卫国凭借着魏国的力量才能拥有河东地区。赵国军队恐惧了，楚国军队营救赵国并且进攻魏国，在州城以西交战，堵塞了梁都的大门，把军队驻扎在林中，在黄河中饮马。赵国得到这个机会，也袭击魏国黄河以北地区，焚烧棘沟，攻陷黄城。所以，刚平被摧毁，中牟被攻



the troops of the state of Zhao invaded the state of Wei I. Their chariots advanced without any stop, and their soldiers marched without any rest. They approached the state of Wei and occupied Gangping. They blocked eight gates of Wei's capital and broke two. The state of Wei I was on the brink of defeat! Not having time to put on his shoes, the sovereign of Wei I went barefoot to the state of Wei II to ask for help. The king of the state of Wei II put on his armour, sharpened his sword and then confronted the troops of the state of Zhao. The capital of Handan was in chaos. The areas along the Yellow River and Mount Taihang were in anarchy. The state of Wei I took occasion to summon the remnants of its defeated army to march towards the north (referring to invading the state of Zhao which was located north of Wei I). They breached Gangping and destroyed the protective wall of the city of Zhongmou. It is not that the state of Wei I was much stronger than the state of Zhao. If Wei I is the arrow, Wei II will be the string and the bow. Using the great power of Wei II, Wei I seized the area of Hedong. The people of in the state of Zhao were scared. The troops of the state of Chu came to Zhao's rescue. They attacked the troops of Wei II at a place west of the city of Zhoucheng. They blocked the gate of the capital of Liang of Wei II, stationed their soldiers in Linzhong and let their horses drink in the Yellow River. The troops of the state of Zhao took occasion to invade the areas north of the Yellow River in Wei II. They set fire to Jigou and conquered the city of Huangcheng. Accidents such as the destruction of Gangping,





【原文】

魏之欲也。然二国劝行之者，何也？卫明于时权之藉也。今世之为国者不然矣！兵弱而好敌强，国罢而好众怨，事败而好鞠之，兵弱而憎下人（也），地狭而好敌大，事败而好长诈。行此六者而求伯，则远矣！

“臣闻善为国者，顺民之意而料兵之能，然后从于天下。故约不為人主怨，伐不為人挫强。如此，则兵不费，权不轻，地可广，欲可成也。昔者，齐之与韩、魏伐秦、楚也，战非甚疾也，分地又非多韩、魏也，然而

【今译】

克，黄城被攻陷，棘沟被焚烧，这都不是赵国和魏国所情愿的，然而这两个国家却不能制止敌国这么做，为什么？是卫国善于抓住时机并且能够凭借有利条件的缘故。如今世上统治国家的人却不是这样的，自己兵力薄弱却喜欢进攻强大的敌人，自己的国家疲弊却喜欢结怨，事情明明会失败却还要坚持下去，兵力薄弱却耻于居于人之下，国土狭小却喜欢与大国为敌，事情失败后就多行欺诈。有以上六个方面的行为却还想争霸，那也差得太远了。

“我听说，善于治理国家的人顺应民心而且正确估计自己的军事力量，然后跟随天下各国行事。所以，即使跟别国结盟也不会招致怨恨，发动进攻也不会以牺牲自己的力量来为别国挫败强敌。如果是这样，自己的兵力就不会被耗费，自己的权势就不会被削减，可以扩大自己的国土，实现自己的愿望。从前，齐国跟韩国和魏国一起进攻秦国和楚



the devastation of Zhongmou, the demolition of Huangcheng and the fire in Jigou were against the wishes of the states of Zhao and Wei II. But these two states couldn't prevent them from taking place. Why? Because Wei I was good at grasping opportunities and making good use of advantageous situations. However, contemporary sovereigns are not the same! They plan to attack powerful states, although their own military forces are weak. They like to be at enmity with other states, although the people of their own states are exhausted. They will persist even though their undertakings will definitely result in failure. They hate to lag behind others even though their armies are feeble. They aim at invading big states, although their own states are small. They will also resort to trickery after their actions result in failure. Having these actions, they still want to establish the most powerful states in the world and become Lord-protectors themselves. The more they exert themselves, the more unattainable this goal is!

"I heard that a sovereign good at governing his state will comply with the will of the people and also correctly estimate the power of his own military forces. Instead of taking the lead himself, he would rather follow other states before he takes any action. Hence, although he might build up alliances with other states, he won't provoke enmity. Although he might attack other states, he won't rush to fight formidable enemies to benefit his rivals. Thus, without causing any loss to his own troops or posing any threat to his own power, his territory can be enlarged and his wishes can be fulfilled. Once



# 【原文】

天下独归咎于齐者，何也？以其为韩、魏主怨也。且天下遍用兵矣，齐、燕战，而赵氏兼中山；秦、楚战韩、魏不休，而宋、越专用其兵。此十国者，皆以相敌为意，而独举心于齐者，何也？约而好主怨，伐而好挫强也。

“且夫强大之祸，常以王人为意也；夫弱小之殃，常以谋人为利也。是以大国危，小国灭也。大国之计，莫若后起而重伐不义。夫后起之藉与多而兵劲，则事以众强适罢寡也，兵必立也。事不塞天下之心，则利

# 【今译】

国，在作战中并没有出太大的力，瓜分到的土地也不比韩国和魏国多，然而天下各国都归咎于齐国，什么原因呢？因为它为了韩国和魏国而给自己树敌。再说天下各国都在用兵打仗，齐国和燕国交战的时候，赵国趁机兼并了中山；秦国和楚国跟韩国和魏国无休止地作战，宋国和赵国趁机起兵。这十个国家，互相之间都怀有敌意，却唯独对齐国耿耿于怀，为什么？因为齐国喜欢结交盟国从而树敌，喜欢攻伐，替人挫伤强敌。

“再说强大的国家的灾祸在于心里经常想着统治别人，弱小的国家的祸患在于经常图谋别人为自己谋利。因此大的国家会陷入危机，小的国家会被消灭。为大国着想，不如跟在别国后面起兵，而且不要急于痛伐不义的国君。如果跟在别国后面起兵，就能争取到更多的盟国，兵力就会更加强大，就会用众多的强大兵力来对付疲惫的为数不多的敌



the troops of the state of Qi joined those of the states of Han and Wei in invading the states of Qin and Chu. They didn't fight extremely fiercely during those battles, nor did Qi obtain a larger share of territory than Han and Wei did. However, people in the world blamed the state of Qi. Why? Because Qi incurred enmity for the sake of Han and Wei. In addition, at that time, all the states in the world were involved in warfare. When the troops of the state of Qi engaged those of the state of Yan, the troops of the state of Zhao annexed Zhongshan. When the allied forces built up by the states of Qin and Han engaged those of Han and Wei, the states of Song and Yue took advantage of this war to strengthen their military forces. These aforementioned ten states were hostile towards each other. But they were all dissatisfied with the state of Qi. Why? Because the state of Qi liked to build up alliances and thus be at enmity with other states. It also took the lead in attacking powerful states and thus benefiting its rivals.

“Moreover, the problem of those big and strong states lies in their intention to take control of other states. The disaster for those weak and small states lies in the fact that they often take advantage of others to benefit themselves. As a result, the big states will be in danger, and the small ones will be defeated. For big states, the most advantageous thing is to follow other states in taking action and not to attack unrighteous sovereigns hurriedly. By following other states in taking action, they can win over the support of more allied states and build up more powerful allied forces. By



# 【原文】

必附矣。大国行此，则名号不攘而至，伯王不为而立矣。小国之情，莫如(仅)[谨]静而寡信诸侯。(仅)[谨]静，则四邻不反；寡信诸侯，则天下不卖。外不卖，内不反，则槓祸朽腐而不用，币帛矫蠹而不服矣。小国道此，则不祠而福矣，不贷而见足矣。

“故曰：‘祖仁者王，立义者伯，用兵穷者亡。’何以知其然也？昔吴王夫差以强大为天下先，(强)袭郢而栖越，身从诸侯之君，而卒身死国

# 【今译】

军，就必定能确立威名。行事不违背天下人的心意，就会获得利益。大国这么做了，不用争取，美名也会自行到来；不必做什么，也能立为王或者霸主。为小的国家考虑，不如谨慎冷静，而且不轻信别的国家。谨慎冷静，四方邻近的国家就不来侵犯；不轻易相信别国，就不会被天下人出卖。在外不被出卖，在内不被侵犯，那积蓄的粮食一直等到腐烂了也用不上，丝绸一直等到被虫蛀蚀了也穿不上。小的国家这么做，即便不举行祭祀也会有福气，不用借贷也衣食丰足。

“所以说：‘取法于仁的能称王，力行义的能称霸，穷兵黩武的会灭亡。’怎么知道是这样的呢？从前，吴王夫差凭借自己国家的强大，带头袭击郢都，并且把越王扣押起来。他使别国的君主都服从自己，然而最





commanding overwhelmingly powerful military forces to fight exhausted enemy troops, they can certainly gain victory. By not acting against the will of the people of the world, benefit can be gained. If a big state acts this way, it will gain a high reputation without endeavour. It can unify the whole world or at least establish one of the most powerful states without taking any action. For those small states, nothing could be better than remaining cautious and inactive and not naively trusting other states. By remaining cautious and inactive, they won't suffer aggressions launched by neighbouring states on all four sides. By not trusting other states, they won't be betrayed by people in the world. They not being betrayed by people in the outside world and being free from any aggression, the grain stored won't be consumed and therefore will become rotten, and the silk fabrics stored won't be used and therefore will be eaten by moths. If a small state acts this way, it will have good fortune without holding any ceremonies to worship gods or deities. It will become wealthy enough and therefore no longer need to borrow from other states.

"So it is said, 'Whoever adheres to the principle of benevolence can unify the whole world. Whoever practices the principle of righteousness can establish one of the most powerful states. Whoever resorts to nothing but military forces will be toppled.' How do I know this? Well, previously, Fu Chai, the king of the state of Wu, liked to take the lead because of the might of his state. He invaded the capital of Ying of the state of Chu, imprisoned the king of the



### 【原文】

亡为天下戮者，何也？此夫差平居而谋王，强大而喜先天下之祸也。昔者，莱、莒好谋，陈、蔡好诈，莒恃越而灭，蔡信晋而亡。此皆内长诈、外信诸侯之殃也。由此观之，则强弱大小之祸，可见于前事矣。

“语曰：‘骐驎之衰也，弩马先之；孟贲之倦也，女子胜之。’夫弩马、女子，筋骨力劲，非贤于骐驎、孟贲也，何则？后起之藉也。今天下之相与也不并灭，有而案兵而后起，寄怨而诛不直，微用兵而寄于义，则亡天下可跼足而须也。明于诸侯之故，察于地形之理者，不约亲，不相质而

### 【今译】

终却自己丧命、国家灭亡并且被天下人羞辱，什么原因呢？这就是夫差好居人上，图谋统一天下，追求强大而且喜欢为天下先所导致的灾祸。从前，莱国和莒国喜欢图谋别国，陈国和蔡国喜欢运用诈术。莒国因为倚仗越国而灭亡，蔡国因为轻信晋国而沦丧。这都是对内擅长运用诈术、在外轻信别国所导致的祸患。由此看来，大国和小国的灾祸从前面的事例中可以看出。

“有句话说：‘骐驎筋疲力尽的时候，劣马也能超过它；孟贲精疲力竭的时候，女人也能战胜他。’劣马和女人的筋骨和力气并非超过骐驎与孟贲，为什么能胜出呢？因为它（她）们后发制人。如今天下结盟的国家并非都灭亡了，有的按兵不动，后发制人，把怨恨转嫁出去，并且诛杀不正直的国君，隐秘地用兵，并且赋予自己的军事行动以正义的名声，那灭亡天下各国就可以举足而待了。明白了诸侯之间的关系，明察



state of Yue, and forced other states' sovereigns to submit to him. But finally he was killed, his state was ruined and he himself was derided by the people of the world. Why? This disaster occurred because Fu Chai not only always put himself ahead of others by committing to unifying the world and becoming King, but also longed for more power and intended to take the lead in invading other states. Previously, the states of Lai and Ju liked to scheme against other states. The states of Chen and Cai liked to use trickery. Relying on the state of Yue, the state of Ju was ruined. The destruction of the state of Cai was due to naively trusting the state of Jin. These disasters occurred because these two states either resorted to trickery to govern the people or overly trusted other states! With the help of these aforementioned cases, we can understand the disasters of both the big states and the small ones.

"There is a saying: 'When Qi Ji becomes tired, an ordinary horse can outrun it. When Meng Ben becomes exhausted, a woman can defeat him.' The sinews and strength of the ordinary horse and the woman cannot match those of Qi Ji and Meng Ben. So why can they win? Because they take action after their rivals. Nowadays, not all the allied states have been destroyed. Some don't throw their armies into battles until the very end. They shift enmity to other states and focus on attacking unrighteous sovereigns at the same time. They take military action secretly and in the name of righteousness. Thus it won't take long for them to ruin other states all over the world. Knowing the relationship



# 【原文】

固，不趋而疾，众事而不反，交割而不相憎，俱强而加以亲，何则？形同忧而兵趋利也。何以知其然也？昔者，齐、燕战于桓之曲，燕不胜，十万之众尽。胡人袭燕楼烦数县，取其牛马。夫胡之与齐，非素亲也，而用兵又非约质而谋燕也，然而甚于相趋者，何也？（何则）形同忧而兵趋利也。由此观之，约于同形则利长，后起则诸侯可趋役也。

“故明主察相，诚欲以伯王（也）为志，则战攻非所先。战者，国之残

# 【今译】

了地理形势，不用互相结亲，不需互相交换人质，跟别国的关系就会很牢固，不用奔跑就能快速前进，各国在有战事的时候也不会背叛你，争相割让土地而不憎恨你，强国之间都互相亲善。为什么？因为它们之间有共同的忧患，而且用兵都是为了追逐利益。怎么知道是这样的呢？从前，齐国和燕国在桓交战，燕国军队不能取胜，十万大军丧失殆尽。胡人侵占了燕国楼烦地区的几个县，夺走了那里的牛马。胡人和齐国并没有亲缘关系，而且他们用兵也并非通过交换人质、订立盟约来谋取燕，然而却共同奔赴同一目标，为什么？因为它们有共同的忧患而且用兵能追逐利益。由此看来，在同一形势逼迫下订立盟约就能争取到更大的利益，后发制人就可以驱使诸侯。

“所以英明的君主、明察的相国若果真把成就王霸大业作为自己的目标的话，就不会把战功放在第一位。战争会破坏国家，会耗费都县的