

The Great Company Adventures • Book 6 of 50

AIRBUS **THE PLANE FOUR COUNTRIES BUILT**



seven checkpoints, twelve mental models, and the wing that four countries built to carry the whole world across the sky.

"Discovering the businesses that built the modern world"

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THE GREAT COMPANY ADVENTURES

Discovering the businesses that built the modern world.

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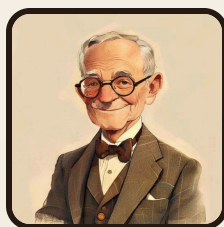
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MEET THE CHARACTERS



SIRI



BEN



WARREN



CHARLIE



COLETTE

A curious girl named Siri, a wise old teacher named Ben, and his student Warren with Warren's partner Charlie — together discovering the businesses that built the modern world, one adventure at a time.

THE GLOBAL 50

One great company per volume · Fifty adventures, one modern world

SPACE & EXPLORATION

1. SpaceX — *“The Fire That Comes Back”*

MANUFACTURING & ENGINEERING

2. Toyota — *“The River That Builds Cars”*
3. Siemens — *“The Factory That Builds Factories”*
4. Caterpillar — *“The Machines That Move Mountains”*
5. Boeing — *“The Bird With Six Million Pieces”*
6. Airbus — *“The Plane Four Countries Built”*

ENERGY & INDUSTRY

7. Shell — *“The Sunlight Buried at Sea”*
8. ExxonMobil — *“The Ancient Sunlight Machine”*
9. GE Vernova — *“The Wheel That Makes Lightning”*

COMMUNICATION

10. AT&T — *“The Voice Inside the Wire”*
11. Qualcomm — *“The Whisper in the Air”*
12. Ericsson — *“The Towers That Talk”*

TRANSPORTATION

13. Tesla — *“The Car With No Engine”*
14. John Deere — *“The Machine That Feeds the World”*
15. UPS — *“The Promise in a Brown Truck”*

INFRASTRUCTURE

16. ABB — *“The Arms That Never Tire”*
17. Schneider Electric — *“The Guardian of the Grid”*

MATERIALS

18. Corning — *“The Thread of Light”*
19. DuPont — *“The Inventors of Almost Everything”*

SCIENCE & TOOLS

20. 3M — *“The Factory of Ten Thousand Ideas”*
21. Bosch — *“The Spark in Every Machine”*
22. Honeywell — *“The Dial That Tames the Weather”*

MEDICINE & BIOTECHNOLOGY

23. Pfizer — *“The Shield in a Tiny Vial”*
24. Roche — *“The Detectives of the Blood”*

25. Novo Nordisk — *“The Key to a Billion Locks”*

26. Johnson & Johnson — *“The Little Bandage That Grew”*

FOOD & AGRICULTURE

27. Nestlé — *“The Cup That Wakes the World”*
28. Cargill — *“The Invisible Harvest”*

FINANCE & COMMERCE

29. Visa — *“The Handshake Inside the Card”*
30. Mastercard — *“The Two-Second Trust Machine”*
31. Walmart — *“The Store That Never Runs Out”*
32. Costco — *“The Treasure Warehouse”*
33. FedEx — *“The Race Against the Sun”*

CONSUMER INNOVATION

34. Disney — *“The Factory of Dreams”*
35. LEGO — *“The Brick That Builds Anything”*
36. Sony — *“The Pocket Full of Music”*
37. Coca-Cola — *“The Secret in the Red Can”*
38. Nike — *“The Shoe That Learned to Fly”*

LUXURY & CRAFTSMANSHIP

39. Rolex — *“The Heartbeat on Your Wrist”*
40. LVMH — *“The Suitcase That Conquered the World”*

COMPUTING & DIGITAL CIVILIZATION

41. Apple — *“The Glass That Thinks”*
42. Microsoft — *“The Invisible Machine”*
43. Google — *“The Library With No Walls”*
44. Amazon — *“The Box That Crossed the World”*
45. NVIDIA — *“The Brain Made of Sand”*
46. Intel — *“The First Thinking Chip”*
47. TSMC — *“The Invisible City”*
48. ASML — *“The Machine That Prints With Light”*
49. OpenAI — *“The Machine That Learned to Talk”*

THE FINAL DISCOVERY

50. The Company Yet to Be Built — *“The Adventure You Will Build”*

THE WING THAT CROSSED THE SKY AT MIDNIGHT

Midnight. Homework: not happening. Because Grandpa Ben's brass compass just started... trembling.

TIK-TIK

It spun. Locked. Pointing straight at—

SPIN

Wait. Seriously?

Down the hall: Dad booking a trip. A jet's lights crossing the window. A globe glowing on the shelf.

We fly all over the world now. And I've never asked HOW.

It's never done THIS before.



Her paper airplane. Asleep
on the windowsill. A
wobbly little glider. The
most ordinary flyer on
Earth.

YOU'RE the next
great company?
You're PAPER.



The diary flipped open by
itself. Fresh ink.

"Time to meet the
businesses that
built the modern
world, little one.
Start with the thing
that shouldn't fly.
The plane four
countries built."

★ WORTH REMEMBERING

Really look at a plane. A paper one barely crosses a room. Its giant cousin is heavier than seventy elephants — yet it floats six miles up, calm as a cloud, for fourteen hours. So tonight's mystery: **who taught metal to fly?**

The window rippled — and a whirlpool of blue light yanked her in.

WHOOSH



Here we GOOO!



SIRI'S SECRET NOTEBOOK

Biggest mystery yet ✈️

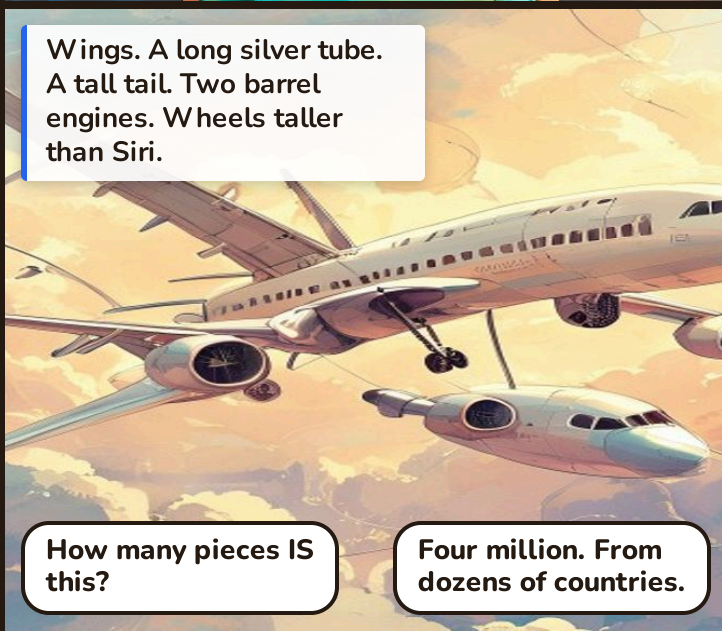
- ① How does a machine heavier than a house float on thin air?
- ② Grandpa says ONE wing is built by four countries. Prove it, compass.

A JIGSAW THE SIZE OF A HOUSE



She landed in a hall so vast it had its own weather. And a jumbo jet hung in pieces. A frozen explosion.

It's a whole SKY inside a building!



Wings. A long silver tube. A tall tail. Two barrel engines. Wheels taller than Siri.

How many pieces IS this?

Four million. From dozens of countries.



A young engineer in an orange-striped jumpsuit waved. "I'm Colette. I test planes before they're allowed to fly."

Best. Job. EVER.



Colette opened a wing. Inside: not a solid slab, but a skeleton of neat ribs and long spars.

There are BONES in here — like a bird!

★ WORTH REMEMBERING

An airliner is a flying town: four million parts, a hundred miles of wiring, a wing that can hold a swimming pool of fuel. It cruises where the air is too thin to breathe — yet inside, you nap. Nobody built it by magic. They built it by SECRETS.

Colette unrolled a parchment flight plan. Seven glowing checkpoints. "Reach them all, and you'll know this machine better than most grown-ups."



Seven stops. Deal.



SIRI'S SECRET NOTEBOOK • THE FLIGHT PLAN



1 LIFT — what holds it up?



2 THRUST — what pushes it?



3 THE SKIN — what's it made of?



4 THE TUBE — how do we breathe up high?



5 THE BRAIN — who really flies it?



6 THE PROOF — how do we KNOW it's safe?



7 THE JOURNEY — who builds it... and

WHERE? Let's GO 

A SHEET OF PAPER LEARNS TO FLY

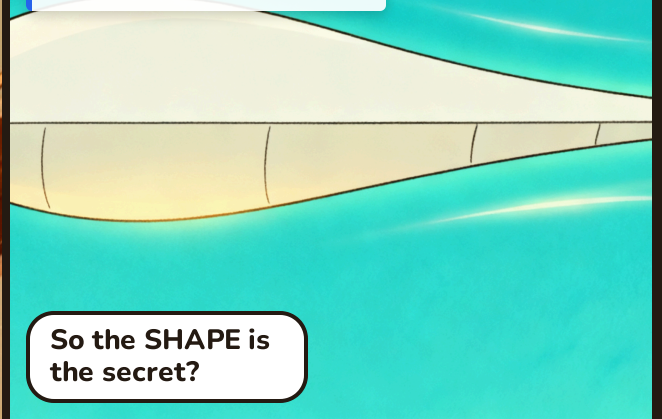
3a Checkpoint 1: what IS lift?

Checkpoint one began with a toy. Colette handed Siri a paper plane. “Throw it. Watch the AIR.”



Whoa — it surfed on nothing!

Up close, a wing isn't flat. It's curved and humped on top, flatter below — a shape called an airfoil.



So the **SHAPE** is the secret?

“The air splits at the front. Over the long humped top it must hurry to keep up — so it speeds up.”

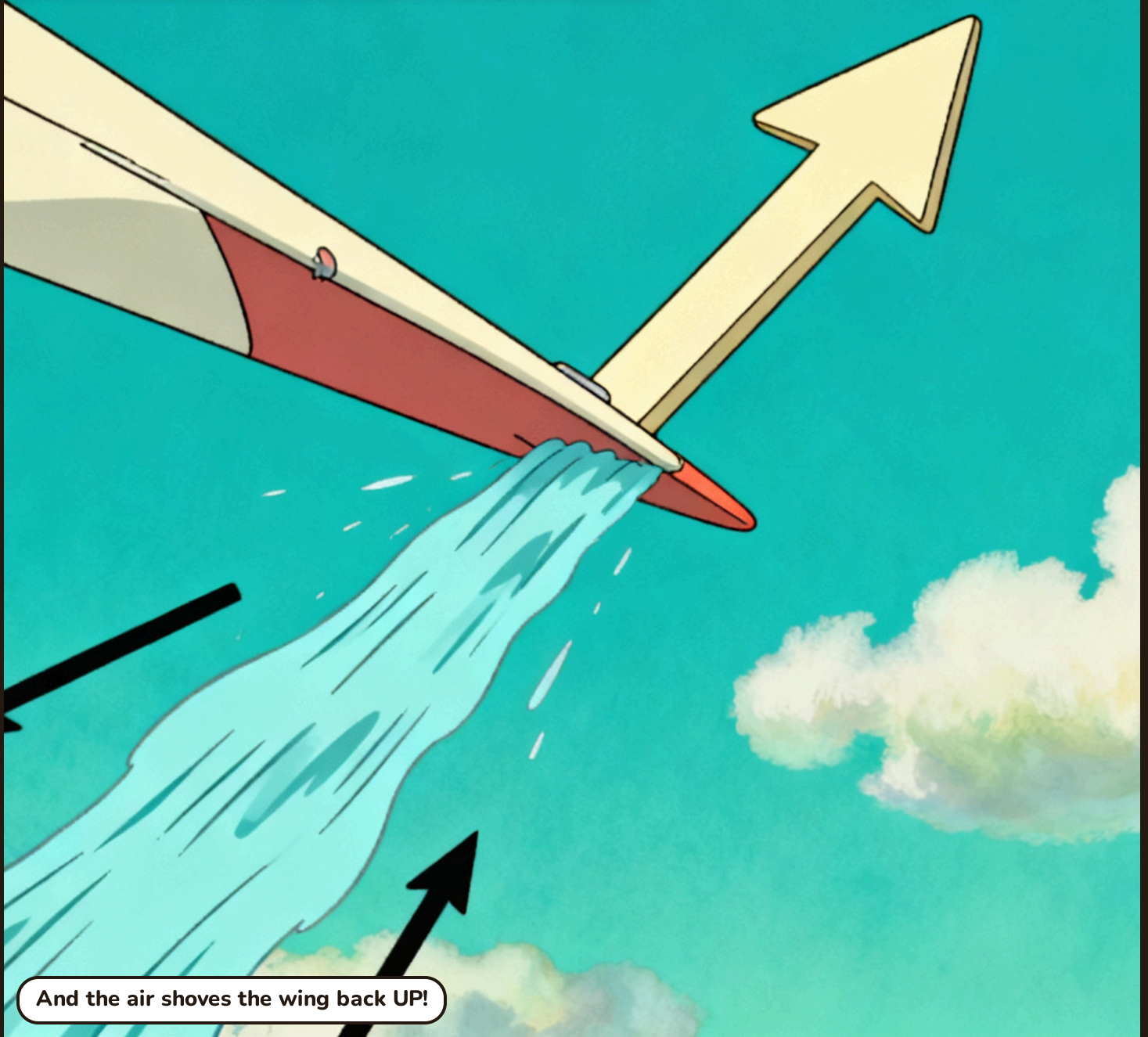


The top air is in a **RACE!**

★ WORTH REMEMBERING

Fast air has a secret: where air speeds up, it presses less. So the hurried air over the wing's hump pushes **DOWN** on it less than the calm air below pushes **UP**. That gap is a gentle, constant tug toward the sky. 🐦

"And here's the twin truth: the wing scoops air and flings it DOWNWARD. Hard."



And the air shoves the wing back UP!



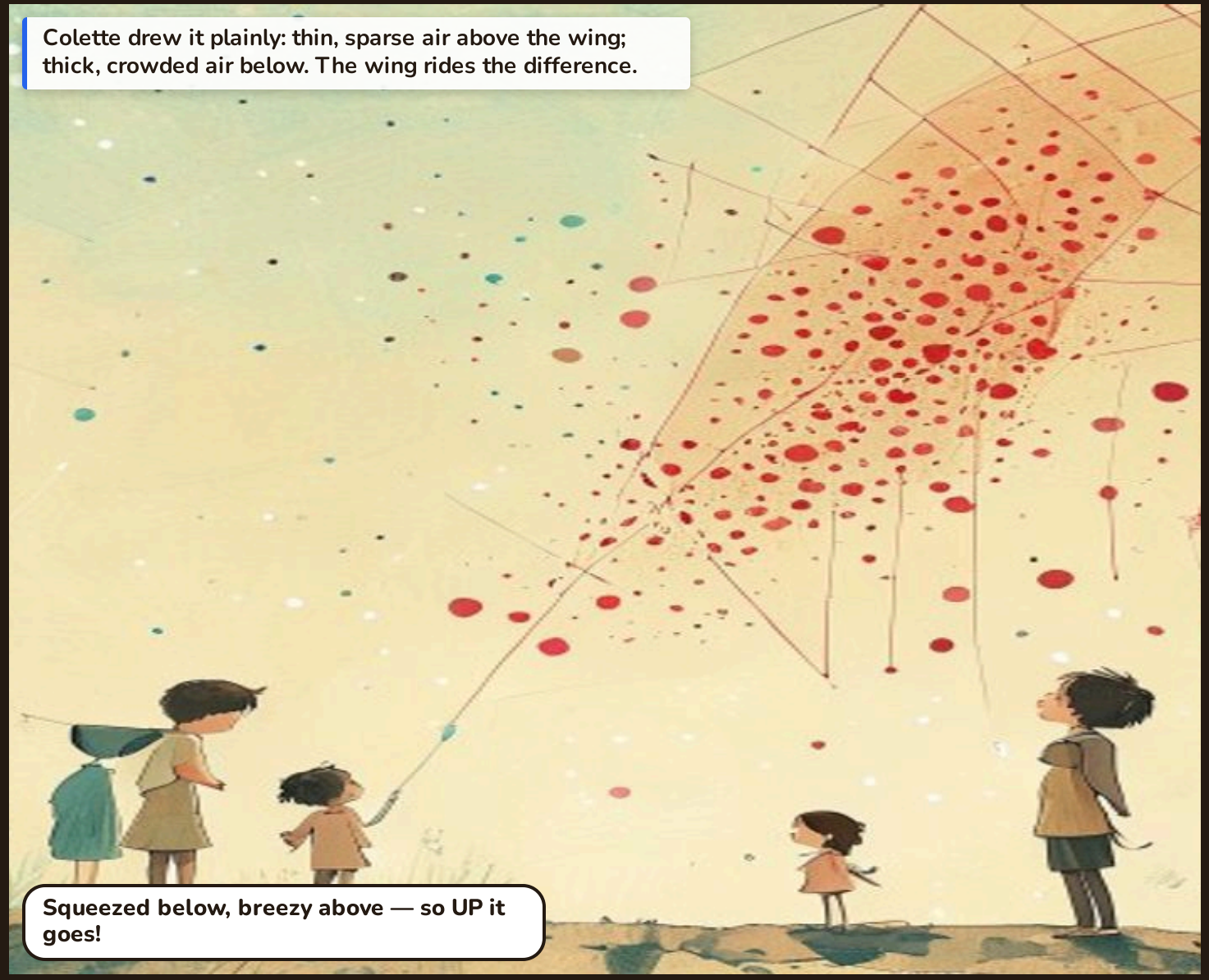
SIRI'S SECRET NOTEBOOK · CHECKPOINT 1, HALF OPEN

Wing = airfoil (humped top). Air races over the top → speeds up → presses LESS → the plane gets tugged up. AND the wing throws air down. Two tellings, one push. 🍂

THE WING THAT THROWS THE SKY DOWN

4a Checkpoint 1, the honest heart of it

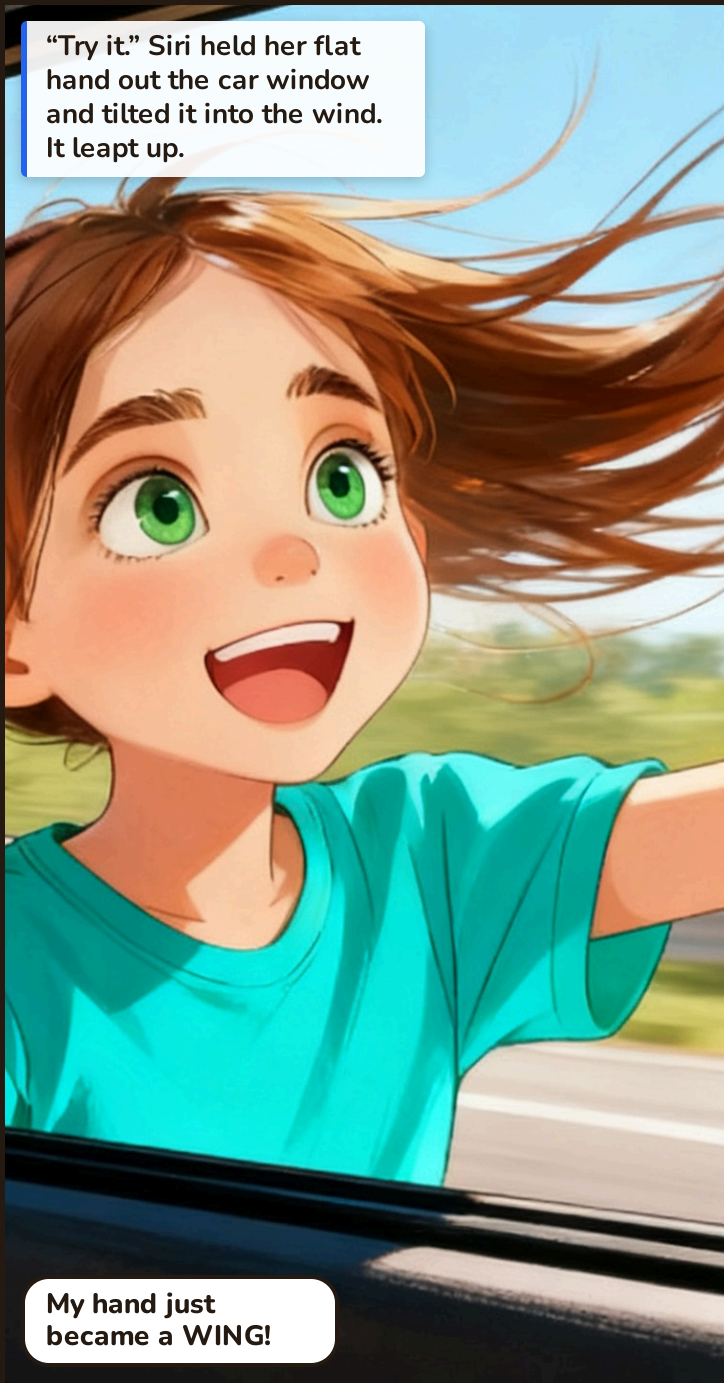
Colette drew it plainly: thin, sparse air above the wing; thick, crowded air below. The wing rides the difference.



Squeezed below, breezy above — so UP it goes!

★ WORTH REMEMBERING

The deepest truth of flight is Newton's third law: every push has an equal push back. A wing hurls tons of air downward every second — so the air hurls the wing upward, just as hard. The pressure story and the throwing story are the SAME story. 💪



“Try it.” Siri held her flat hand out the car window and tilted it into the wind. It leapt up.

My hand just became a WING!



“But tilt too steep,” warned Colette, “and the smooth air trips and tumbles. Lift vanishes. Pilots call it a stall.”

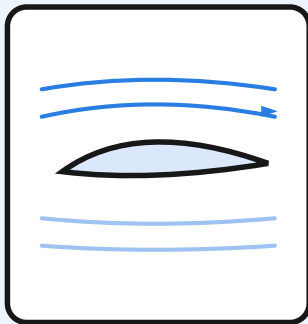
Too greedy for lift... and you LOSE it!

★ WORTH REMEMBERING

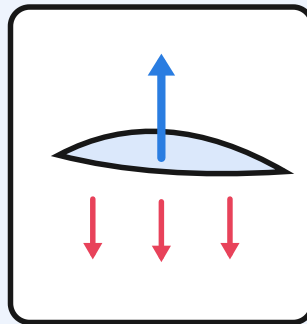
A wing must meet the wind at a polite angle — a little tilt makes lots of lift, but too much and the flow breaks into useless tumbling. So planes climb by tilting gently, not steeply. Nature rewards the modest angle. 🙅



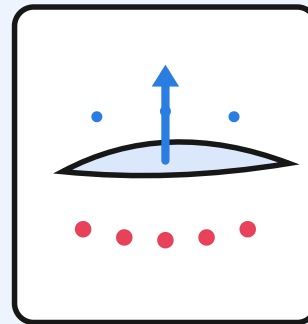
HOW A WING MAKES LIFT



AIR SPEEDS UP
faster over the curved top



WING THROWS AIR DOWN
so the air throws the wing up



LOW ABOVE, HIGH BELOW
the plane is pushed up



SIRI'S SECRET NOTEBOOK · CHECKPOINT 1 REACHED

Lift = throw air down (Newton) = low pressure
on top. Same thing! Hand-out-window:
PASSED. Tilt too steep = STALL = air tumbles,
lift dies. Gentle wins. 

THE FIRE THAT PUSHES

5a Checkpoint 2: what pushes it forward?

Checkpoint two roared. An engine bigger than a car, sliced open. Blades, fire, and thunder.

At the front, a giant fan gulped the air. Behind it, hidden blades squeezed it tighter and tighter.

It's **INHALING** the sky!

Deep in the middle: a ring of caged flame, spun into a controlled hurricane, never touching the walls.

A campfire... tamed into a tornado!

There's a **STORM** living inside!

★ WORTH REMEMBERING

A jet engine does four things in a blur: suck, squeeze, burn, blow. Cool air comes in the front; it's packed small, set alight, and blasted out the back far hotter and faster. A hurricane on a leash — burning safely a thousand times a second. 🔥

“Suck, squeeze, bang, blow,” Colette chanted. Cold air in the front, hot thunder out the back.

WHOOM



Suck-squeeze-bang-blow!

 SIRI'S SECRET NOTEBOOK · CHECKPOINT 2, HALF OPEN

Engine = suck, squeeze, BANG, blow. Cold air in → hot thunder out. The fire never touches the walls — it just spins the blades that keep it all going. A tamed tornado. 🔥

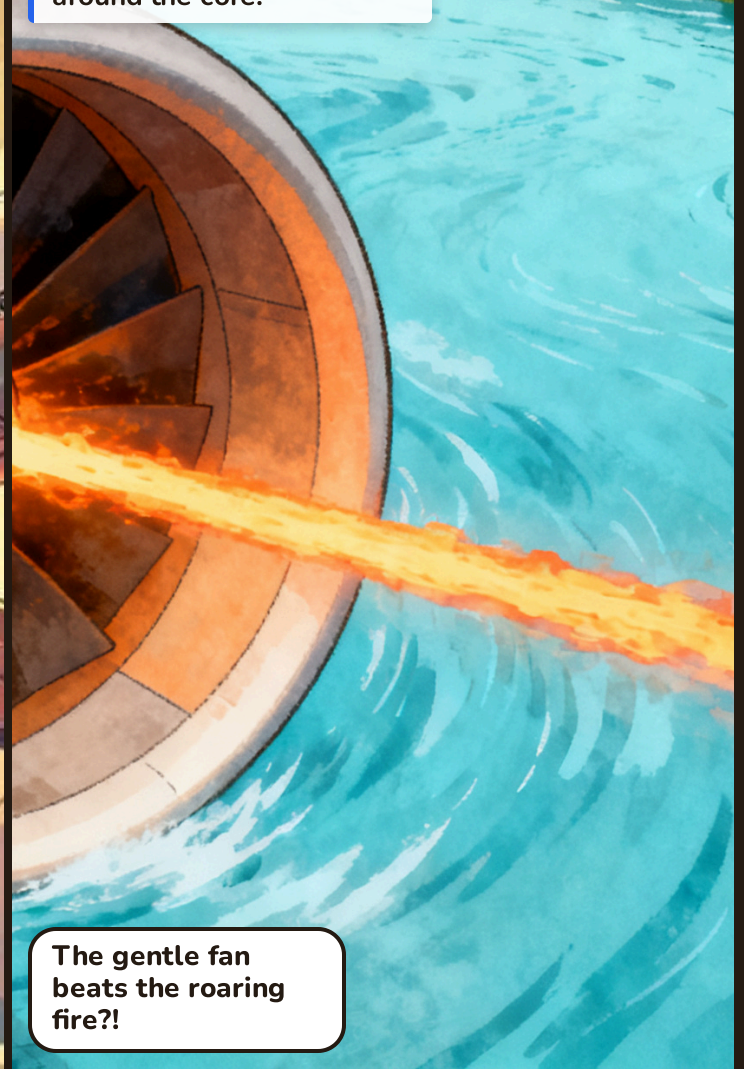
THE GIANT FAN AND MR. NEWTON

"Throw the air backward hard," said Colette, "and the air throws the PLANE forward."



Newton AGAIN!
He's everywhere!

"Here's the twist. Most of the push isn't the fire. That big front FAN flings a WIDE river of cool air around the core."



The gentle fan
beats the roaring
fire?!

★ WORTH REMEMBERING

A modern engine is a giant fan wearing a firecracker. Most thrust comes from tons of cool air the fan flings rearward — quieter, cooler and far thriftier than pure flame. Throw a lot of air a little faster, not a little air a lot faster. 🌀

"Now, the enemy: drag. Air hates being shoved. So every shape is smoothed to slip through."



Be a teardrop, not a brick!

High above the clouds, the plane settled into cruise. Four invisible forces, perfectly balanced.



Lift up, weight down, thrust ahead, drag behind — TIED!

★ WORTH REMEMBERING

Cruising is a truce between four forces: lift balances weight, thrust balances drag. When they tie, the plane floats level and calm, sipping fuel. Flight isn't fighting the air — it's a polite, endless deal with it. ⚖️

📖 SIRI'S SECRET NOTEBOOK • CHECKPOINT 2 REACHED

Throw air back → get pushed forward. Most push = the BIG FAN, not the fire. Enemy = drag → smooth teardrop shapes. Cruise = 4 forces tied: lift/weight, thrust/drag. 🌀

THE SKIN OF A BIRD

7a Checkpoint 3: what is it made of?

Colette peeled back a wing panel. Layers: feather-light silver metal, and a black cloth woven from carbon thread.

In a bright workshop, gloved hands smoothed glossy black carbon cloth over a huge wing mould, layer on layer.

The skin is CLOTH?!

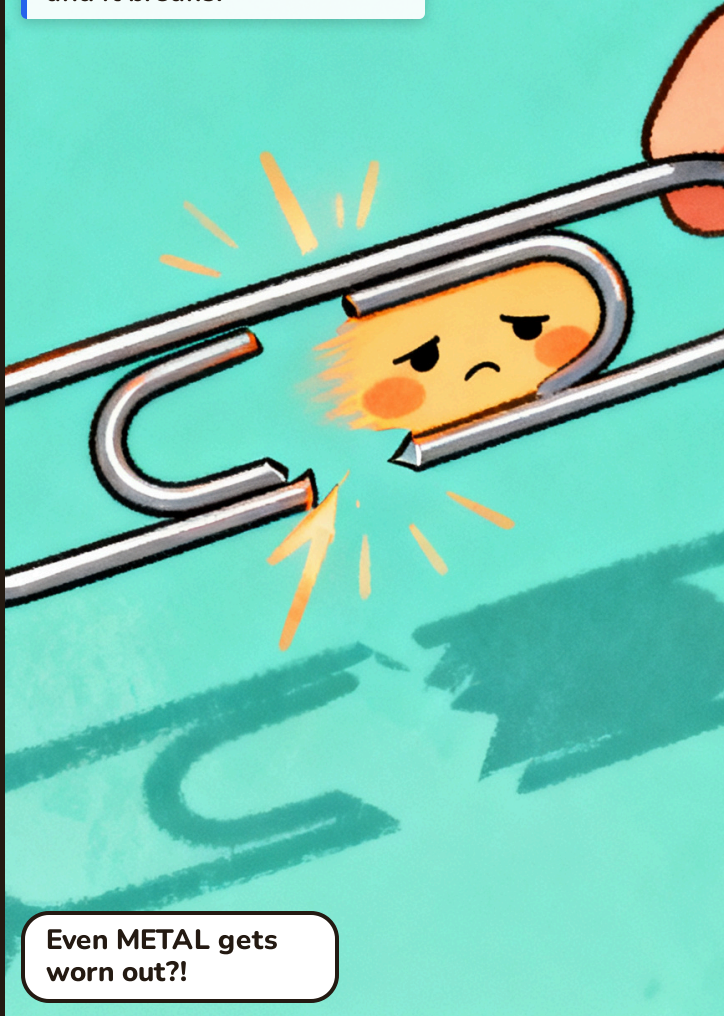
Cloth stronger than steel.

They're SEWING a wing out of thread!

★ WORTH REMEMBERING

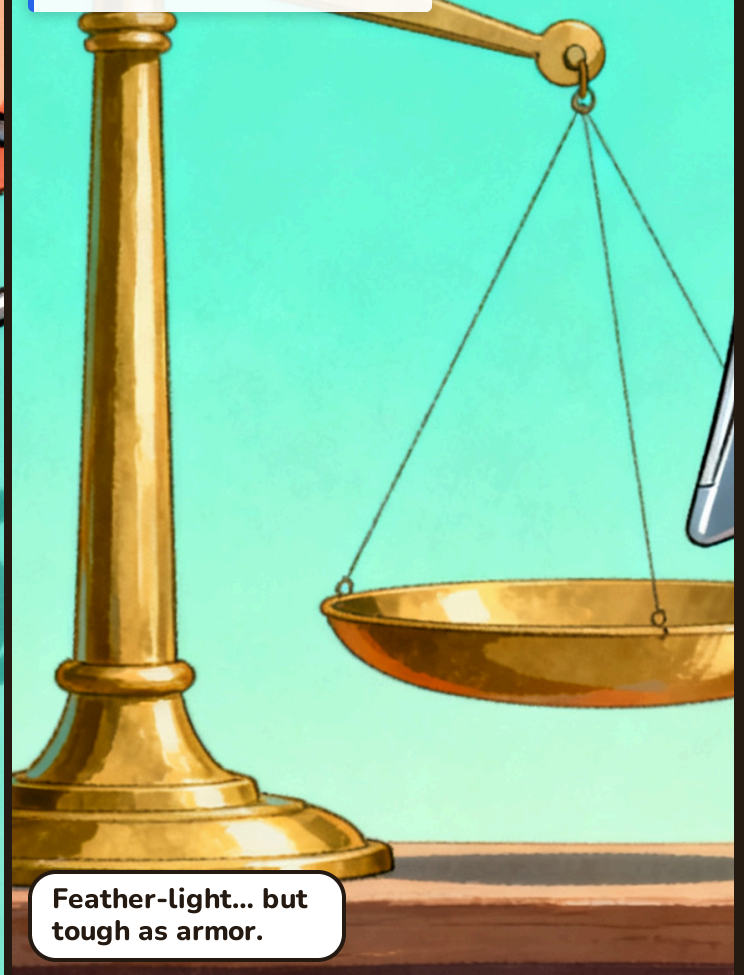
Carbon fibre is thread thinner than a hair, glued in layers until it's stiffer than steel and far lighter. Why chase light? A lighter plane needs less lift, so it burns less fuel, every single hour, for thirty years. Grams matter when you fly a billion miles. 🧵

"But metal gets tired," said Colette, bending a paperclip till it snapped. "Bend anything enough, and it breaks."



Even METAL gets worn out?!

On a balance scale, the wing panel floated up while a small steel block crashed down. Same strength, a fraction of the weight.



Feather-light... but tough as armor.

★ WORTH REMEMBERING

Every flight flexes a plane a little — takeoff, bumps, landing — and materials remember every bend. So engineers pick alloys and carbon that shrug off millions of flexes, and they retire planes before the tiredness ever matters. Respect the paperclip. 🔧



SIRI'S SECRET NOTEBOOK · CHECKPOINT 3 REACHED

Skin = light metal alloys + woven CARBON cloth (stronger than steel, lighter than metal). Lighter = less fuel forever. Metal gets 'tired' (fatigue) → they retire planes early.



THE BUBBLE IN THE SKY

8a Checkpoint 4: how do we breathe up there?

Colette pointed out the window at cruise height. "Out there, the air is too thin to breathe and freezing cold."

"The body is a gentle balloon. We pump it full of cozy thick air and hold it in, while the thin sky presses outside."

So how am I breathing in HERE?

We're flying inside a BUBBLE!

★ WORTH REMEMBERING

Six miles up, the outside air is too thin for lungs. So the plane's tube is a pressure vessel: sealed and pumped full of comfortable air, squeezed like a soft balloon. Every flight, the whole body swells a little and relaxes again.



“And that's why windows are ROUND. Sharp corners trap the squeeze and crack. Curves share it out.”



Round corners = no weak spot!

★ WORTH REMEMBERING

A square window would gather all the stress into its corners — a tiny crack's favorite starting place. A rounded oval spreads the push smoothly all around, so nothing tears. Look next time you fly: every window is gently curved, on purpose. 🪟

📖 SIRI'S SECRET NOTEBOOK • CHECKPOINT 4 REACHED

Up high: air too thin + freezing. Fix: seal the tube + pump in cozy air = a giant gentle BALLOON. Windows are ROUND so the squeeze can't pool in a corner and crack. 🌬️ 🪟

THE BRAIN THAT NEVER PANICS

9a Checkpoint 5: who really flies it?

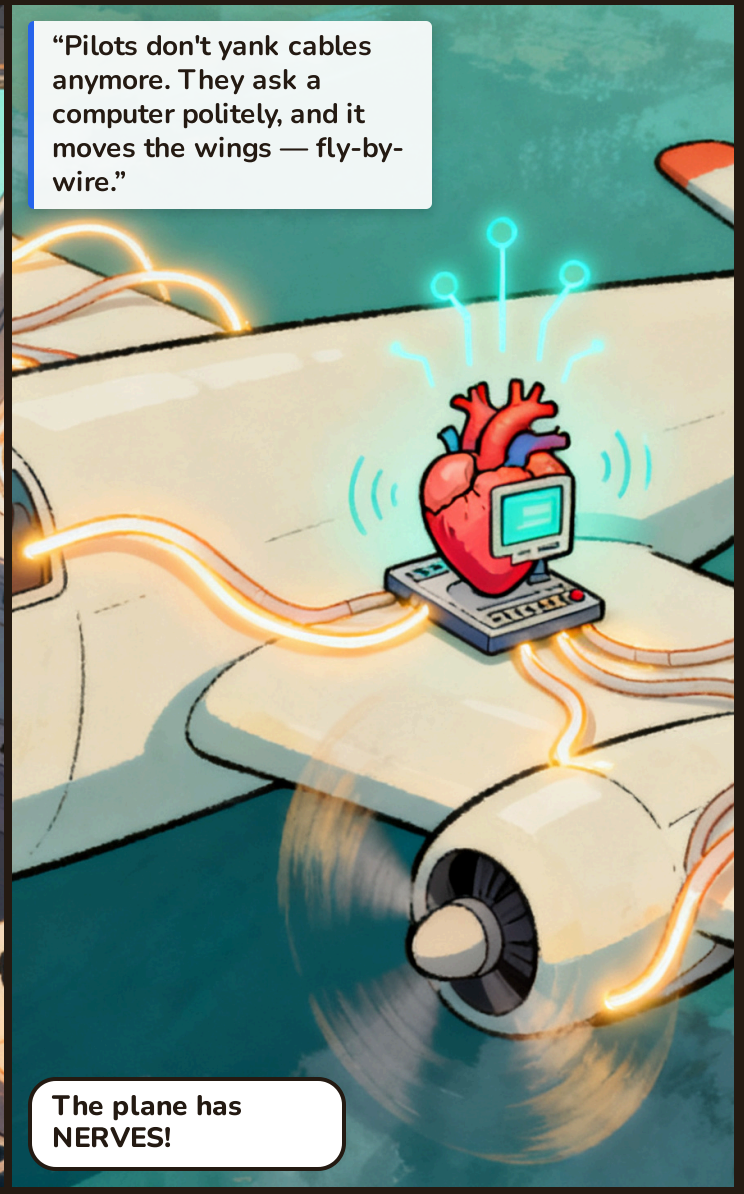
Checkpoint five: the cockpit. Not a wall of dials — calm glowing screens, and a tiny side-stick smaller than a joystick.



THIS flies a jumbo jet?!

With a little help from friends.

“Pilots don’t yank cables anymore. They ask a computer politely, and it moves the wings — fly-by-wire.”

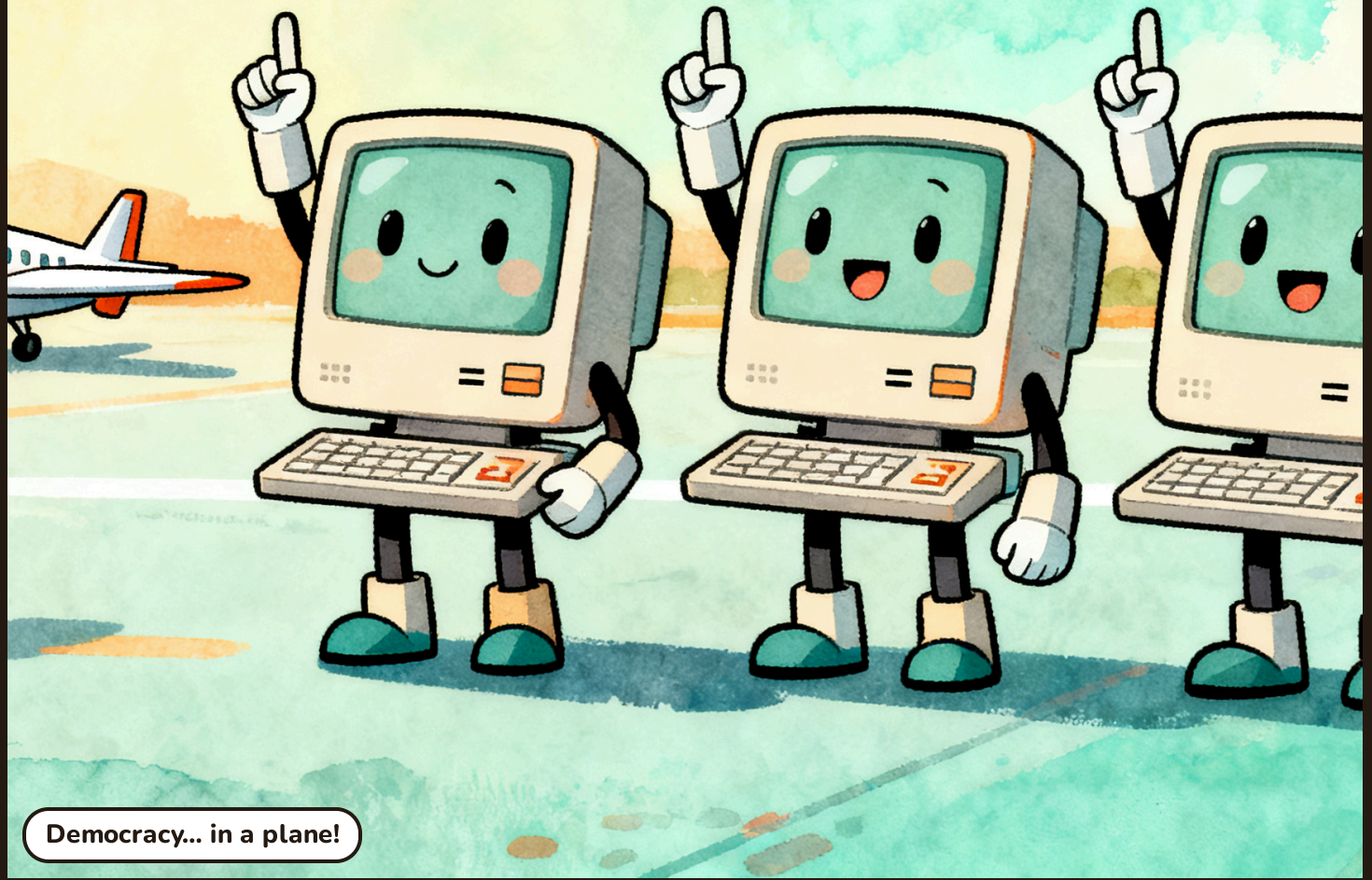


The plane has NERVES!

★ WORTH REMEMBERING

Fly-by-wire means the pilot's wish travels as a gentle electric signal to a computer, which nudges the wings and tail perfectly. It even refuses rude commands that would over-tilt into a stall. The human decides **WHERE**; the machine handles the twitchy **HOW**. 🧠

"And we never trust one computer. THREE do every sum, then vote. Two agree, the odd one's overruled."



Democracy... in a plane!

★ WORTH REMEMBERING

The word that rules the sky is **redundancy**: never one of anything vital. Three computers, two engines, backup upon backup — because a plane can't pull over. If one part sneezes, another is already doing its job. Safety is spare parts you hope never to need. 🧊

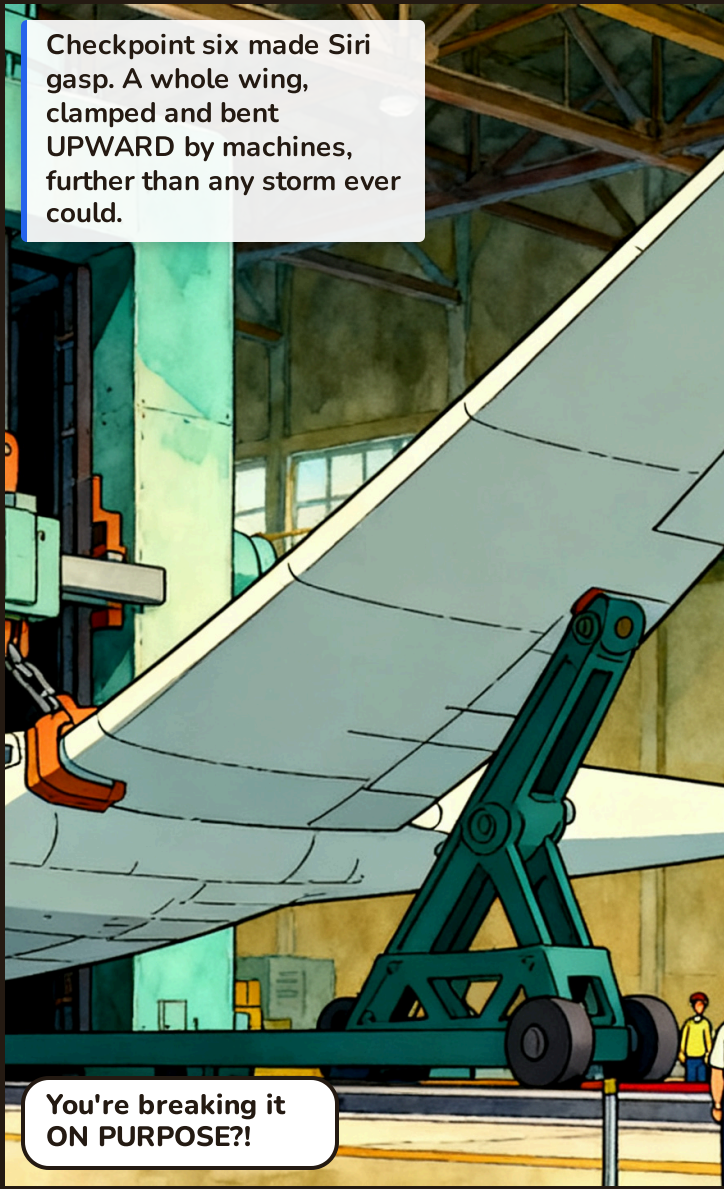
📖 SIRI'S SECRET NOTEBOOK · CHECKPOINT 5 REACHED

Fly-by-wire: pilot asks, computer moves the wings (and blocks rude, stall-y moves).
REDUNDANCY: 3 computers VOTE, 2 engines, backups on backups. A plane can't pull over. 🧠🧊

BREAKING WINGS ON PURPOSE

10a Checkpoint 6: how do we KNOW it's safe?

Checkpoint six made Siri gasp. A whole wing, clamped and bent UPWARD by machines, further than any storm ever could.



You're breaking it ON PURPOSE?!

Next door, a whole plane body sat underwater, squeezed and relaxed thousands of times — a lifetime of flights in months.



A lifetime of trips... while you WATCH?

★ WORTH REMEMBERING

Before a plane may carry a single passenger, engineers try everything to break it: bend the wings past snapping, cycle the body through a whole life, freeze it, roast it, soak it. They'd rather find every weakness in a lab than a mile up. 🛡️

Only then did stern inspectors press a giant seal onto the certificate. Years of proof, in one careful stamp.



So THAT'S why flying is the safest way to travel!

★ WORTH REMEMBERING

This is why an airliner is among the safest machines ever built: it must prove itself for years before it's trusted. Boring, patient, unglamorous testing is the real hero of the sky. The certificate isn't paperwork — it's a promise sealed in scars. 📜



SIRI'S SECRET NOTEBOOK · CHECKPOINT 6 REACHED

They BREAK planes to prove them: bend wings till they snap, cycle a whole life underwater, freeze + roast + soak. THEN a certificate. Flying is safest because the boring testing is heroic. 🛡️ 📜

THE WING THAT CROSSED FOUR COUNTRIES

11a Checkpoint 7: who builds it... and where?

Checkpoint seven filled the whole wall. Behind it: no machine at all. Just... the map of Europe.

Golden threads from Britain, Germany, Spain and France — arcing over borders to one bright city.

Four countries, holding hands.

“The wings are born in Britain,” said Colette, “in a hall of green hills. The body in Germany. The tail in Spain. The nose in France.”

Each nation makes the piece it loves best!

The last secret is
PEOPLE?

Then the mystery from home came true: a giant WING riding a ship, a barge, a slow road convoy — crossing borders.



So THAT'S the wing that crossed countries!

And overhead lumbered a plane shaped like a smiling whale, its belly swallowing another plane's whole body.

WROOOOM



A plane that CARRIES planes?!

Every thread pulled toward one glowing city in the south of France, where the pieces finally met.



One city stitches four countries together!

Remember it. The wing was built to cross borders.

★ WORTH REMEMBERING

Sit with the wonder: a wing born in Britain, a body in Germany, a tail in Spain, a nose in France — and they must fit within a whisker. No single country builds a whole plane. The conducting of a million hands, not any one pair, is the real invention. 🎵



SIRI'S SECRET NOTEBOOK • CHECKPOINT 7 REACHED

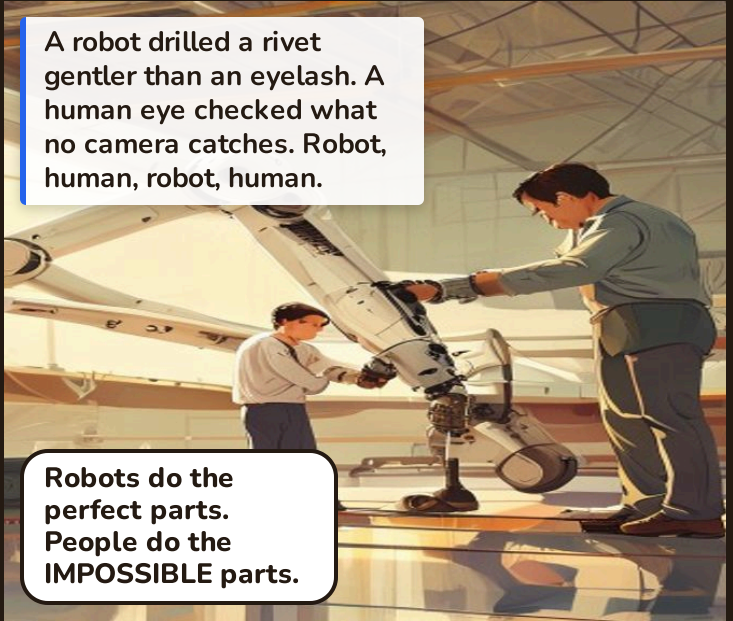
Wings 🇬🇧 · body 🇩🇪 · tail 🇪🇸 · nose 🇫🇷 → one French city. Carried by a WHALE-plane and a river barge. All 7 checkpoints done! So... WHO conducts it all? Time to find out. 🎵

THE DANCE THAT BUILDS A PLANE



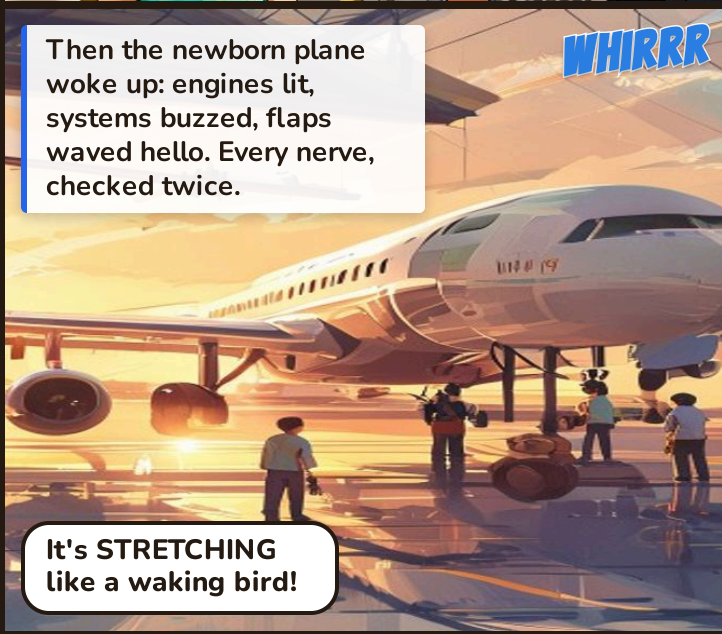
Beyond checkpoint seven: the final hall, stretching to the horizon. People and robots, working as one. A plane born every day.

It's not a factory.
It's an ORCHESTRA.



A robot drilled a rivet gentler than an eyelash. A human eye checked what no camera catches. Robot, human, robot, human.

Robots do the perfect parts.
People do the IMPOSSIBLE parts.



Then the newborn plane woke up: engines lit, systems buzzed, flaps waved hello. Every nerve, checked twice.

It's **STRETCHING** like a waking bird!



At the far door, a brand-new jet was handed to an airline crew, keys and all, ready for thirty years of sky.

A thirty-year friendship begins!

★ WORTH REMEMBERING

Factory rule, business secret: **quality is cheapest at the source**. Fix a flaw on the line: pennies. In the sky: unthinkable — because what breaks then is **trust**, and trust is the whole business. Remember this wall. We'll see it at the castle. 🛠️

And every plane will be checked, cleaned and mended for decades — Airbus keeps earning long after the sale.



So they sell the plane... then sell CARE forever?



SIRI'S SECRET NOTEBOOK · ALL CHECKPOINTS DONE

Robots = perfect, humans = impossible. Newborn planes 'wake up' and get tested twice. Then 30-year friendships + care forever. Quality is cheapest at the source! Now... someone wants to meet me. 💰

WHY THE WORLD SAYS YES

13a Siri's question flips

A globe lit up, laced with thousands of glowing flight paths, knitting far cities into neighbors.

Through an airport window: a grandmother stepping off a plane into her grandchildren's arms. An ocean, crossed in an afternoon.

The whole planet is stitched together by these!

A hug that used to take SIX WEEKS by ship!

★ WORTH REMEMBERING

Warren's favorite riddle: **price is what you pay, value is what you get**. A plane ticket costs a little; a same-day hug across an ocean is priceless. When value towers over price, people don't feel tricked — they feel grateful. 🧡

And below the seats: the belly, packed with medicine, fresh flowers, urgent mail — the world's fast lane.



Planes carry **CARGO** too? Life-and-death stuff!

★ WORTH REMEMBERING

Why would airlines spend billions on planes? Because each one earns its keep every single day for thirty years — carrying people to reunions and cargo to hospitals. A great airliner isn't a cost; it's a tireless money-machine with wings. That's why the orders never stop. ✈️

📖 SIRI'S SECRET NOTEBOOK

My question flipped: not 'how does it fly' → 'WHY build it?' Answer #1: it turns a six-week ocean into an afternoon hug, and carries medicine overnight. Value >> price = the whole world says yes.

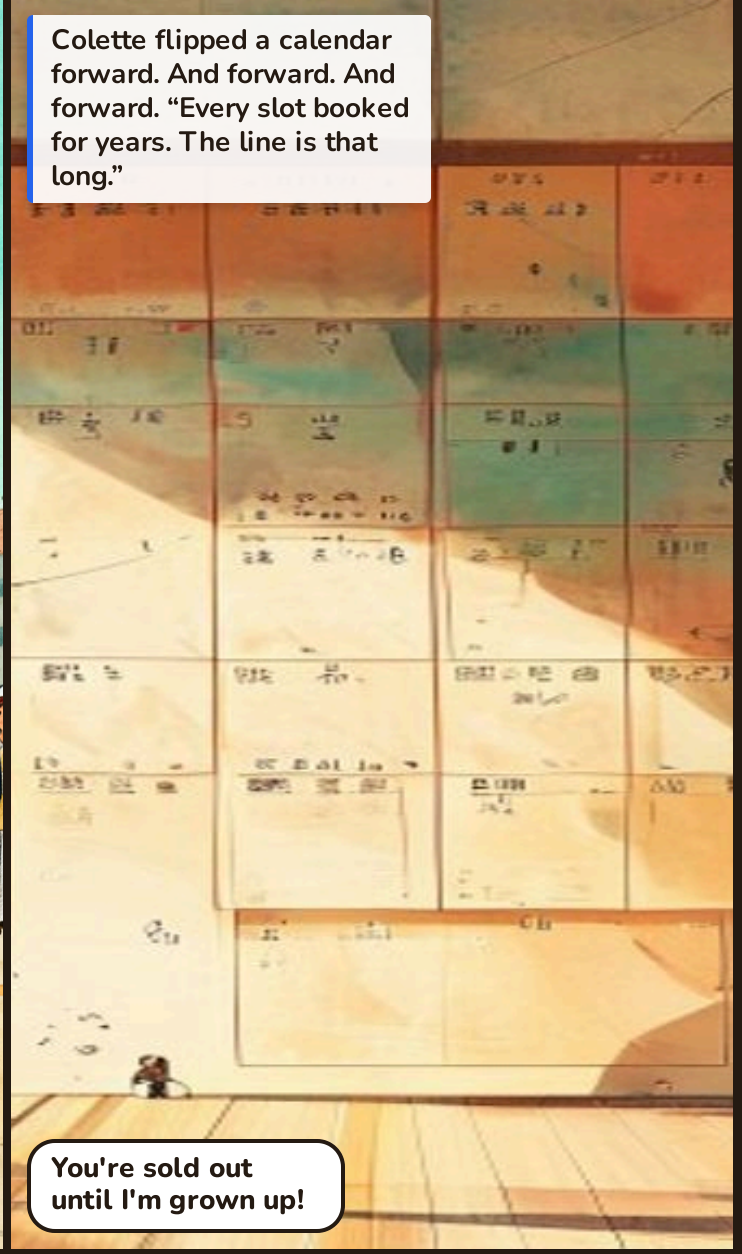
THE TEN-YEAR LINE

Answer #2 stood outside the gate: a patient line of airlines from every country, each clutching an order ticket.



They're lined up for a DECADE?!

Colette flipped a calendar forward. And forward. And forward. "Every slot booked for years. The line is that long."

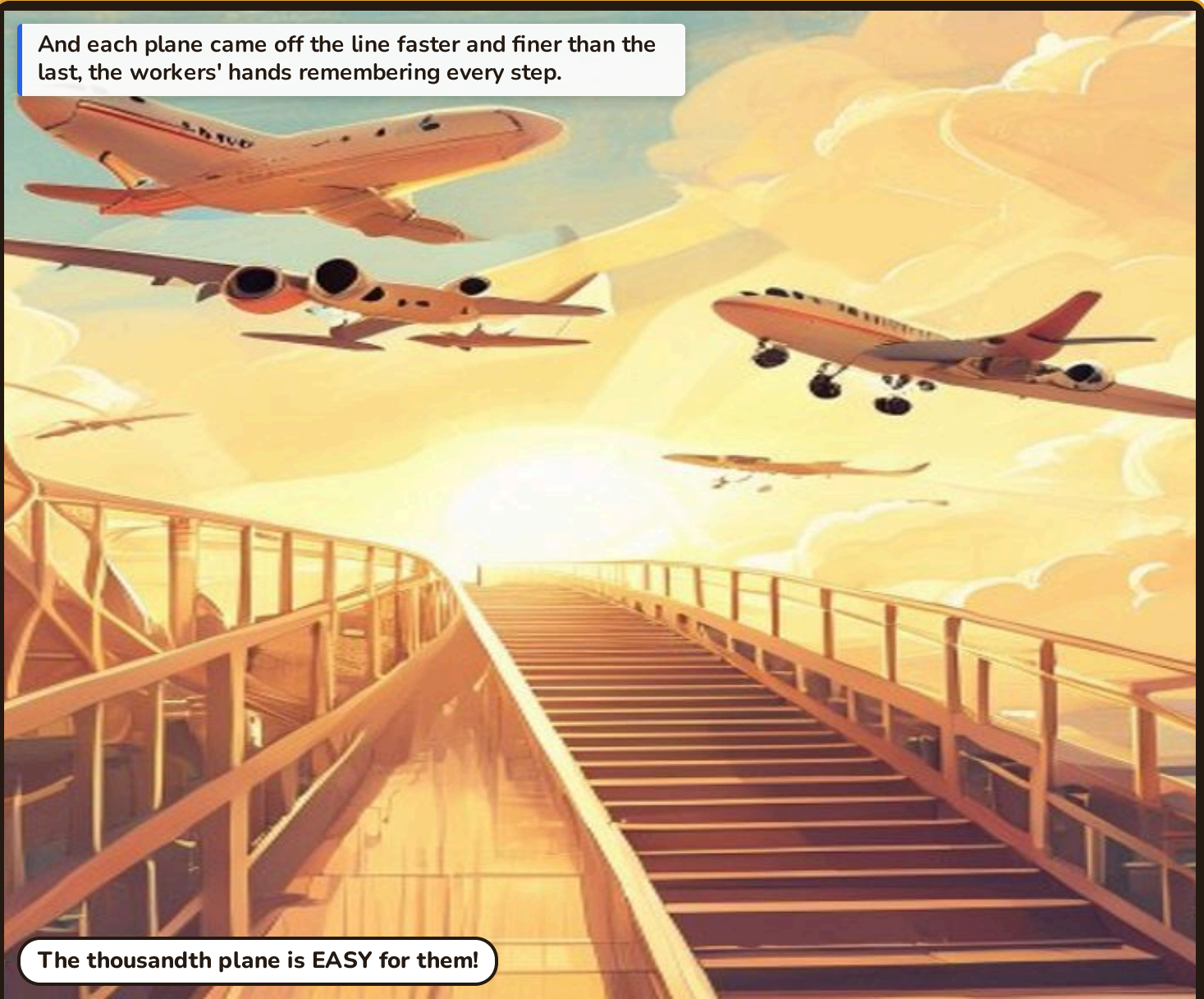


You're sold out until I'm grown up!

★ WORTH REMEMBERING

A full order book is a fortress you can see: airlines commit years ahead, so a rival arriving today must wait behind everyone. And only two companies on Earth make big jets — so the line has nowhere else to go. Patience becomes a wall. 📅

And each plane came off the line faster and finer than the last, the workers' hands remembering every step.



The thousandth plane is EASY for them!

★ WORTH REMEMBERING

This is the **learning curve**: build the tenth of something and you're quick; build the thousandth and you're the best alive. Every plane teaches the next one. A newcomer would start at plane number one — a decade and a fortune behind. 📈

📖 SIRI'S SECRET NOTEBOOK

Answer #2: the TEN-YEAR LINE. Airlines book a decade ahead + only two makers = nowhere else to go. And practice (the learning curve) makes the leader unbeatable. Rivals start at zero. 📖 📈

THE PRICE OF A PERFECT RECORD

Answer #3 hung on a wall: a logbook of millions of safe flights, kept spotless for decades. A record you can't buy — only earn.



You **EARN** this, one safe flight at a time.

Nearby, pilots trained in a rocking simulator — a whole cockpit on stilts, practicing storms that never came.



They rehearse the scary stuff on the **GROUND!**

★ WORTH REMEMBERING

Answer #3: **trust, built on purpose.** When a plane proves safe for decades, a promise forms in every airline's mind: *this maker will not let me down.* That promise is worth more than any feature — and it takes a generation to earn, a single crash to dent. 🤝

And once an airline's mechanics know every bolt, its pilots every screen, its sheds full of matching spares — leaving feels unthinkable.



Switching would mean re-learning EVERYTHING!

★ WORTH REMEMBERING

These are **switching costs**: the deeper an airline builds its whole world around your planes — training, tools, spare parts — the more a rival must undo before it can even begin. The best glue isn't a lock. It's a habit that works. 🔧

📖 SIRI'S SECRET NOTEBOOK

Answer #3: TRUST + a spotless record (earned, not bought). Plus switching costs: pilots, mechanics, spares all built around your jets → nobody leaves. Value → Line → Trust. WHO built all this? Compass spinning! 🧭

FOUR FLAGS, ONE DREAM

The compass dragged them to a hall taller than a cathedral, four flags flying. Siri knew the name at once. Everyone does.

"1970. Four proud nations — France, Germany, Britain, Spain — each too small alone to beat the giant across the sea."

So they JOINED instead of fighting?

"Across the ocean sat a mighty American plane-maker. Everyone said the newcomers would fail within a year."

AIRBUS! The plane four countries built!

David... against Goliath, with wings.

So rivals became teammates: French wings of one idea, German know-how, British aerodynamics, Spanish tails — pooled into one company.



Four flags, one drafting table!

"Their first plane, the A300, dared something new: cross oceans on just TWO engines. Airlines hesitated... then fell in love."



Half the engines. Double the nerve!

★ WORTH REMEMBERING

Freeze on that beginning: **no fortress starts as a fortress**. Airbus was a shaky partnership of four squabbling governments that the world expected to collapse. It survived because the idea — pool your best, share the risk — was stronger than any doubt. The underdog had a better plan. 🌍

📖 SIRI'S SECRET NOTEBOOK · THE REVEAL

AIRBUS. 1970: four nations too small alone → TEAM UP vs a giant American maker. Everyone predicted failure. First plane (A300) crossed oceans on 2 engines — airlines fell in love. Underdogs. 🌍

THE UNDERDOG THAT LEARNED TO FLY

"1988: the A320. The first airliner where pilots asked a COMPUTER to move the wings. The whole world copied it."

"2005: the boldest bet of all — the A380. Two full decks. A flying cruise ship. The biggest airliner ever built."

A staircase... in the SKY!

"But airlines wanted nimble, thrifty jets, not a giant. So Airbus did the hard, honest thing — it stopped building it."

They taught planes to think along!

They ADMITTED it and moved on?

★ WORTH REMEMBERING

Here's the grown-up lesson most companies flunk: **the courage to stop**. The A380 was a marvel the world didn't buy enough of. Clinging to a beloved mistake sinks great firms; Airbus took the loss, learned, and poured the lesson into thriftier planes. Knowing when to quit is a superpower. 🛑

"2015: the A350 — wings and body woven from carbon fibre, sipping fuel across the widest oceans."



Feather-light... and unstoppable!



THE STORY IN TIME

1970

Four European nations join forces to build planes together.

1972

A300 — the first wide-body jet with only two engines.

1988

A320 — the first airliner steered by computer, fly-by-wire.

2005

A380 superjumbo — two decks, the biggest airliner ever.

2007

A380 enters service — a marvel of engineering.

2015

A350 — wings and body woven from carbon fibre.

2019

Airbus decides to STOP the A380 — the brave, honest choice.

2021

The last A380 is delivered.

Today

Thousands of Airbus jets cross the sky every single day. ✈️



SIRI'S SECRET NOTEBOOK

A300 → A320 (computer-flown!) → A380 (giant, bold) → then STOPPED it (courage to quit) → A350 (carbon, thrifty). From doomed underdog to half the world's jets. In one lifetime. 🚀

THE CASTLE IN THE SKY

A warm glow. A whiff of cherry cola. Warren and Charlie, the partners from Omaha, before a castle in the clouds.

Near a quiet hangar, the two old friends let her lay out the walls, one by one. Nodding. Chuckling. Correcting.

The only question that matters for a hundred years, Siri: what keeps invaders OUT?

Walls! I've been collecting them ALL BOOK!

Scarier than any school quiz. And a hundred times more fun.



THE CASTLE WALLS • WHY RIVALS CAN'T COPY IT



Wall One: The Two-Maker Sky

Building a safe big jet takes decades and fortunes. On the whole planet, only two firms still make them. Newcomers almost never appear. (Grown-ups say: barriers to entry.)



Wall Two: The Certificate

Every design is tested for years before it may carry a soul. That mountain of proof is a wall money alone can't climb — and it must be re-earned for every new plane.



Wall Three: The Ten-Year Line

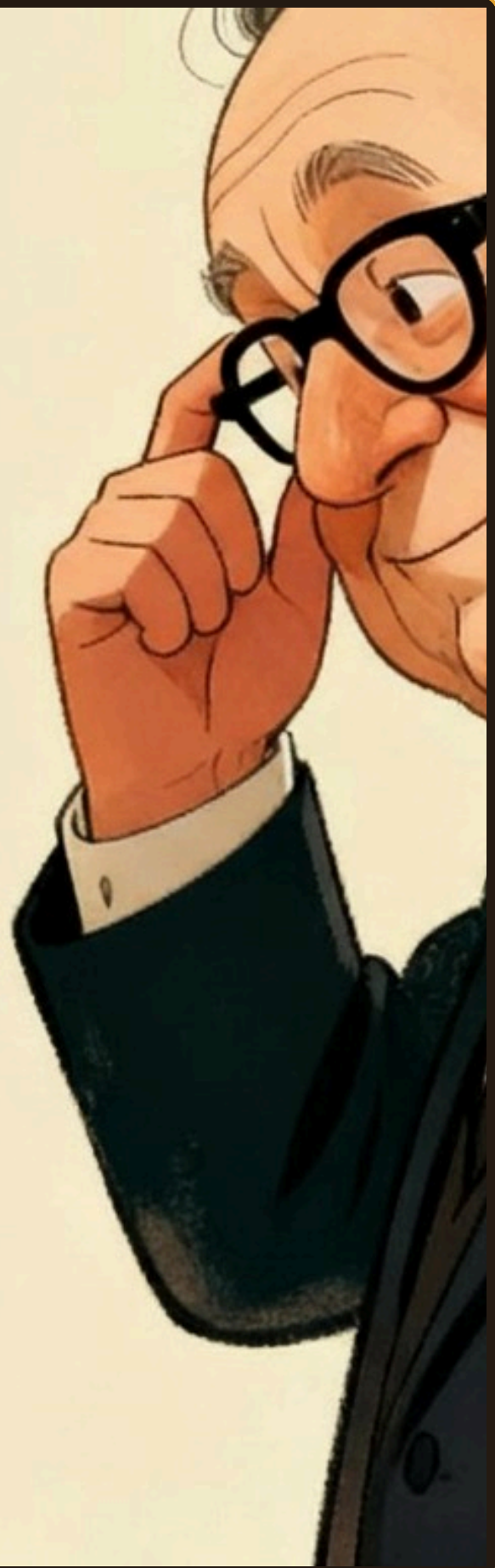
Airlines book a decade ahead, so the order line is full for years. A rival arriving today waits behind everyone, starting at plane number one.



Wall Four: The Lifelong Handshake

Once an airline's pilots, mechanics and spares are built around your jets, leaving means re-learning everything. (Grown-ups say: switching costs.)

Charlie tapped his thick glasses. "My trick: turn the telescope around. Don't ask how Airbus wins — ask what would GROUND it forever. Then check it's not doing that. **Invert, always invert.**"



Find every way to crash... then don't go there!



THE CASTLE WALLS • WHY RIVALS CAN'T COPY IT



Crack One: The Bumpy Sky

Flying is cyclical — one hard year and the whole world stops buying planes at once. The queue can empty fast.



Crack Two: The Mountain of Costs

A new plane costs a fortune and years to design. Guess wrong, and the loss is enormous — just ask the A380.



Crack Three: One Weak Link

A jet needs four million parts from everywhere. One key supplier stumbling can halt the whole line.



Crack Four: A Single Slip

With only two makers, every wobble is front-page news. One safety mistake can dent a record built over decades.



★ WORTH REMEMBERING

Charlie's ruin-Airbus checklist: cut a safety corner, fall behind on fuel-saving, bet the company on one giant, let a key supplier fail, or empty the treasury in a bad year. Now — **just never do those**. Inversion turns a pile of worries into a simple to-do list. ✓

Warren raised his cola. “The airlines that FLY these planes have broken a hundred hearts — a brutal business. But the two who BUILD them sit behind walls of time, trust and testing. I admire this fortress from the ground.”



The treasure was never the plane!

SIRI'S SECRET NOTEBOOK • THE CASTLE

WALLS: two makers  certificate  ten-year line  handshake .

CRACKS: bumpy sky  huge costs  one weak link  a single slip .

Charlie: INVERT. Warren: airlines break hearts — the MAKERS have the walls. 

THE JUDGE'S QUESTIONS

Then Warren built a tiny courtroom by the hangar — and put a MODEL PLANE on the witness stand.

“Every business faces a judge someday, Siri. The judge is the future. Today, that's you.”

TOK TOK

Siri banged the tiny gavel and fired Warren's five eternal questions.

Order in the court!

Question one, witness: will people still **NEED** you in thirty years?



★ WORTH REMEMBERING

The Owner's Court: ⚖️ Enduring need? —
'People will cross the world for a hundred
years.' ⚖️ Trust earned? — 'Millions of safe
flights, and counting.' ⚖️ Reinvesting wisely? —
'Fortunes into lighter wings and thriftier engines
— and I stopped my own giant when I had to.'
⚖️ Copyable with money? — 'My shape, in years.
My record, line and certificate? A generation.' ⚖️
What breaks you? — 'Only a bad year, or a
careless slip.' Court adjourned for lemonade. 🍋

Last exhibit: a painting of 2056. A traveler boarding something sleek and quiet — but doing the same eternal thing: crossing the world to someone they love.



The SHAPE changes. The NEED never does.

★ WORTH REMEMBERING

Notice what Warren never once mentioned: a stock price. He judged the **business** — its need, its trust, its walls, its dangers. His five questions work on planes, soap, railways, red fizzy cans, anything. That's the whole secret of the owner's mind. ⚖️

📖 SIRI'S SECRET NOTEBOOK · JUDGE ANY BUSINESS

Warren's five: ① enduring need? ② trust earned? ③ reinvests wisely? ④ copyable with mere money? ⑤ what breaks it? Works on ANYTHING. He never mentioned a price — the judge judges the BUSINESS. ⚖️

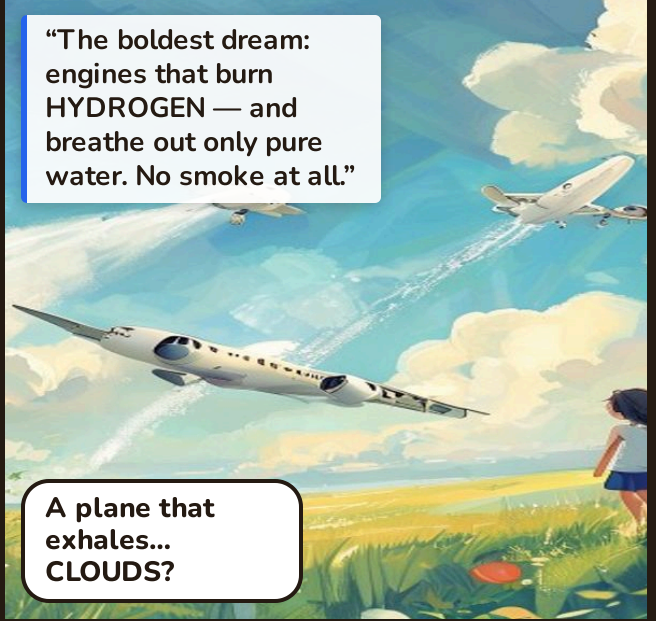
THE NEXT THIRTY YEARS

One last walk: a runway of tomorrow. Slim graceful wings. Whisper-quiet engines. Planes that sip instead of gulp.



The plane might barely sip at all!

“The boldest dream: engines that burn **HYDROGEN** — and breathe out only pure water. No smoke at all.”



A plane that exhales... **CLOUDS?**

“And fuel grown from plants and old cooking oil, so the carbon just goes round in a circle instead of piling up.”



Yesterday's french-fry oil... flies me home?!

★ WORTH REMEMBERING

No crystal balls — just visible currents, all chasing one number: less fuel per seat. Lighter carbon skins, thriftier engines, fuels from plants, maybe hydrogen that burns to water. The shape of the plane may change — the need to cross the world will not. 🌍

A painting of a future jet:
wing and body blended into
one smooth graceful shape,
slipping through the air like
a ray.



Someday a plane
might be ALL wing!

On a rooftop at dusk, Siri
added the honest last line
the way Grandpa taught
her.



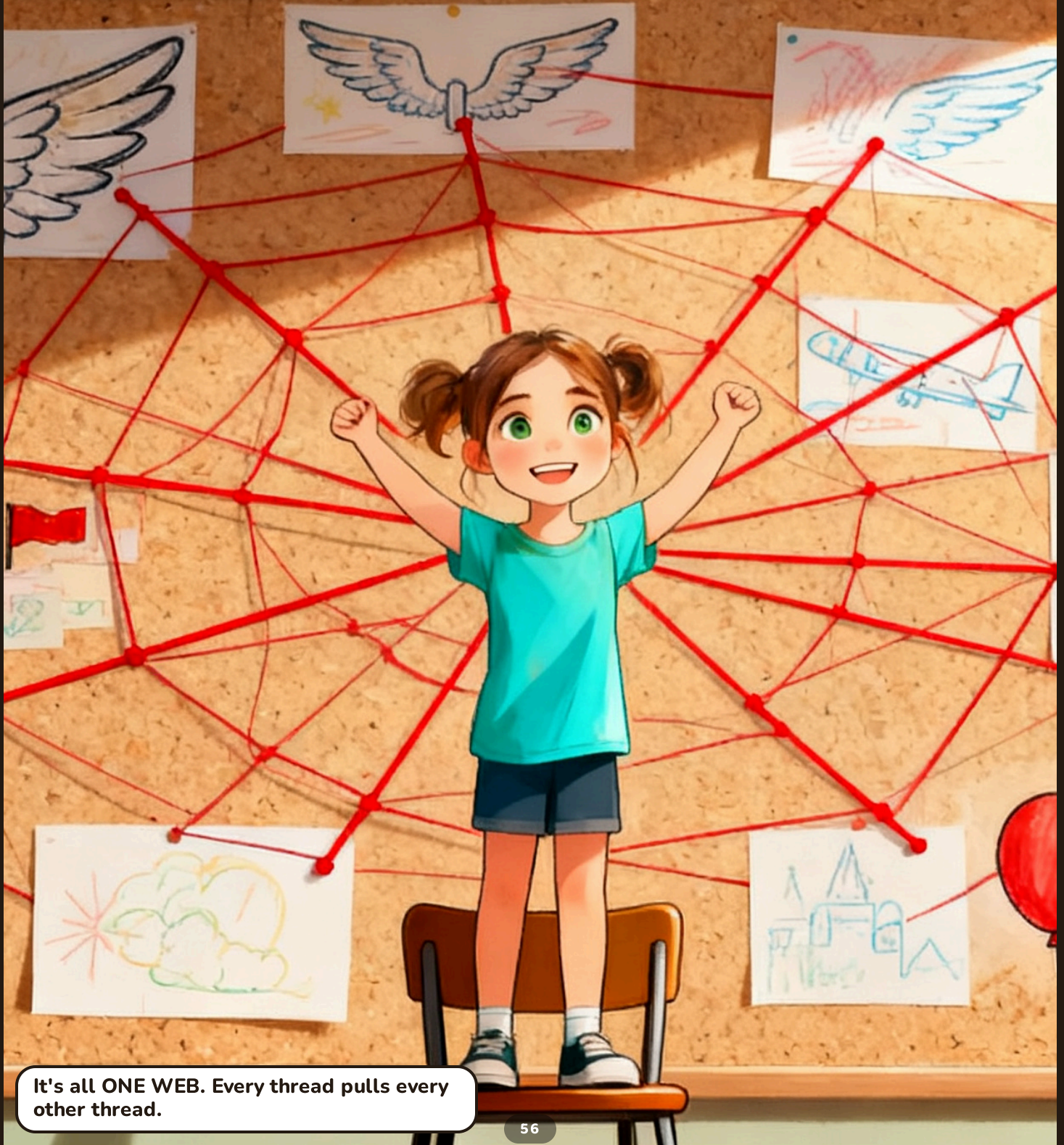
Don't bet on the
shape. Bet on the
NEED.

SIRI'S SECRET NOTEBOOK

2056 watchlist: carbon skins, sipping engines, plant-fuel, hydrogen
(breathes WATER!), all-wing shapes. Rules: bet on needs, not shapes ·
lighter is everything · fly cleaner. 🌍

THE SECRET WEB

Home stretch. Siri pinned every discovery to her wall and joined them with red string.



It's all ONE WEB. Every thread pulls every other thread.



★ WORTH REMEMBERING

The Science Web, one breath: a wing throws air down and rides the low pressure above → engines throw air back so the plane goes forward → a big fan does most of the pushing → carbon skin makes it light → a sealed bubble keeps us breathing → computers and backups fly it safely. **Ordinary physics, stacked extraordinarily.**



★ WORTH REMEMBERING

The Business Web, one breath: value (an afternoon hug across an ocean) → the ten-year line (booked out, only two makers) → trust (a spotless record + switching costs) → castle (four walls), patrolled with Charlie's inversion, judged by Warren's court. And underneath: a million strangers, conducted into one plane.

The true test: she retold the **WHOLE** thing to her little cousin. With paper airplanes. He got it.



If you can't explain it with paper planes, you don't really know it yet.



SIRI'S SECRET NOTEBOOK · THE LATTICEWORK

Charlie's word for my string-wall: a
LATTICEWORK of mental models. A dozen from
ONE plane: action-reaction · fast-air-presses-
less · arrangement-not-ingredients · redundancy
· learning curve · barriers to entry · switching
costs · trust=record · quality-at-the-source ·
invert · the owner's court · courage-to-stop. 

COMING HOME

Her own bed. Morning. The compass: quiet. The house: lit differently, somehow.



Was it real? It FELT real...

One fresh letter dried on the diary's page.



"The modern world is not magic. It is millions of ordinary people doing small hard things, together, for a long time. Be patient, little one — patience is the one wall no rival can copy."

At breakfast: a jet drawing a white line across the blue. Lift. Thrust. Carbon skin. Four countries. A million hands. Four walls.



You're the biggest team project that flies.

Then she pointed it out to the whole family — and everyone looked up from their plates at the tiny silver miracle overhead.



We never look UP enough!

She hugged the diary tight. Somewhere far away, four flags flew over a hall full of wings.



Show me the next one, Grandpa. 🧡

★ WORTH REMEMBERING

Next time a plane crosses your window, feel it: a wing throwing the sky downward, a fan flinging air back, a carbon feather sealed into a breathing bubble, built by four nations and lifted by ordinary people. A plane is no longer just a plane. **Nothing, from now on, is just anything.**

📖 SIRI'S SECRET NOTEBOOK · VOLUME SIX, CLOSED

Seven checkpoints. A dozen mental models. One castle. One doomed underdog. One brave resurrection. One courtroom by a hangar. But the compass is twitching toward the car... the fuel gauge is glowing... and Warren is already grinning. Volume Seven. 🌀🚗



OUR PHILOSOPHY

We believe the greatest gift we can give a child is the ability to think.

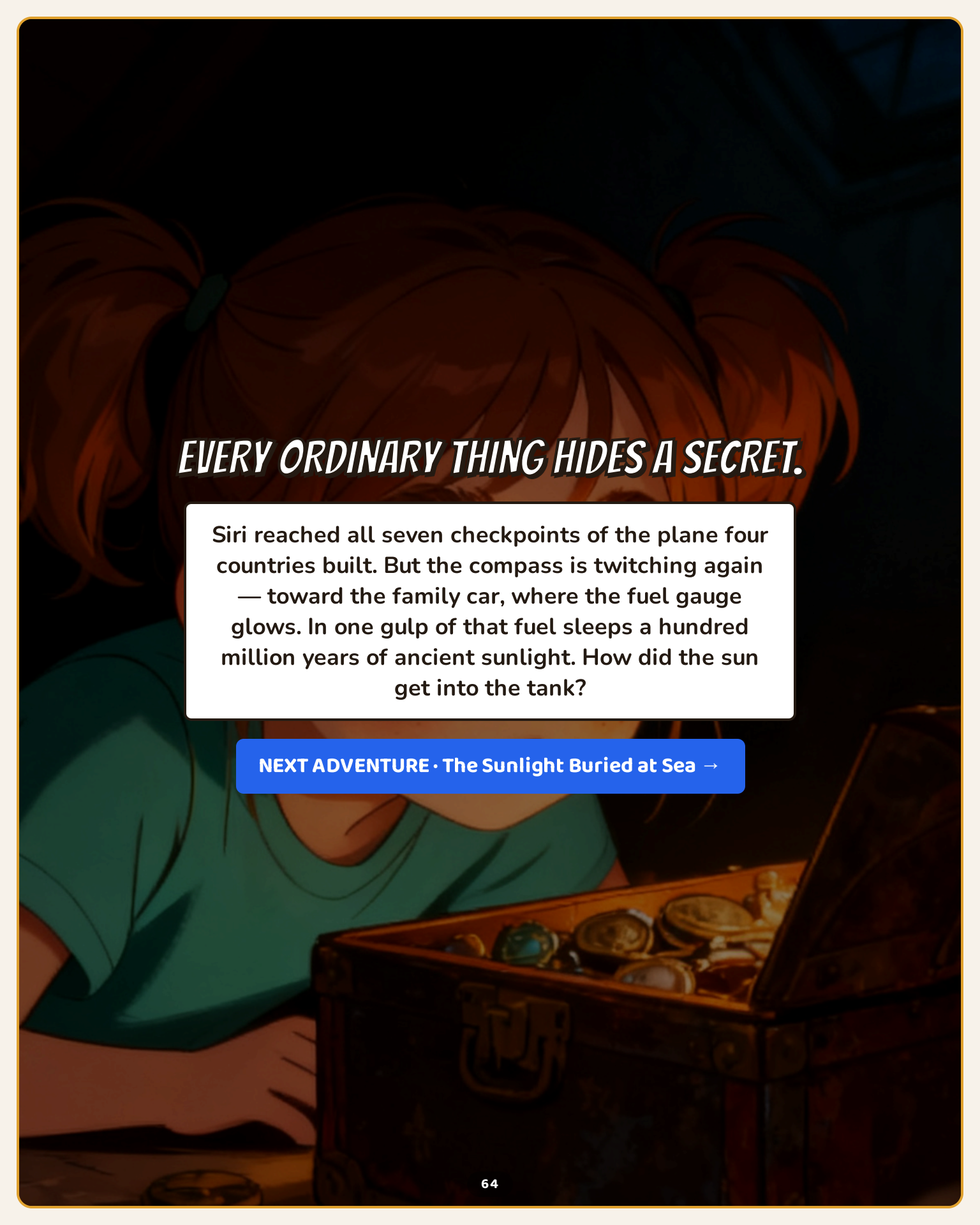
Inspired by the multidisciplinary thinking of [Charlie Munger](#) and the rational, long-term philosophy of [Warren Buffett](#), our comics connect science, technology, business, history, and human behavior to show how the real world works.

Every story begins with a scientific idea and follows its journey into innovation, industry, and the businesses that create value for society. Along the way, children learn that great companies are built on curiosity, experimentation, integrity, and long-term thinking.

Our goal is not to teach children how to invest, but to help them build the mental models needed to understand the world, ask better questions, and think independently.

The companies featured in *The Great Company Adventures* are educational case studies—not investment recommendations. They show how knowledge, innovation, and perseverance turn ideas into products, services, and enduring businesses.

LEARN THE SCIENCE. • UNDERSTAND THE BUSINESS. • THINK FOR LIFE.

A girl with red hair in pigtails, wearing a green shirt, is looking into an open wooden treasure chest filled with gold coins and jewels. The scene is dimly lit, with a warm, golden glow emanating from the chest.

EVERY ORDINARY THING HIDES A SECRET.

Siri reached all seven checkpoints of the plane four countries built. But the compass is twitching again — toward the family car, where the fuel gauge glows. In one gulp of that fuel sleeps a hundred million years of ancient sunlight. How did the sun get into the tank?

NEXT ADVENTURE • The Sunlight Buried at Sea →