

The Great Company Adventures • Book 4 of 50

CATERPILLAR
**THE
MACHINES THAT MOVE
MOUNTAINS**

seven bolts, twelve mental models, and the yellow giant that lifts a mountain like a pillow.

"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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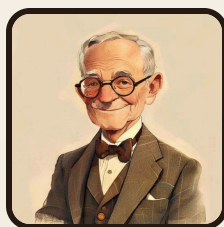
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MEET THE CHARACTERS



SIRI



BEN



WARREN



CHARLIE



IRIS

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 DIGGER THAT WOKE 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?

Through the window: a construction site glowing at night, a yellow digger raising a whole new building.

Everything around me was **MOVED** here by a machine.

It's never done **THIS** before.

The needle stopped — on her dusty old yellow toy digger. The most boring thing on the shelf.



YOU'RE the next great company? You're a TOY.

The diary flipped open by itself. Fresh ink.



"Time to meet the businesses that built the modern world, little one. Start with the machines that move mountains."

★ WORTH REMEMBERING

Really look at a digger. A skinny steel arm lifts a boulder heavier than a car — like a pillow. It never grunts, never rests, never bends. Tonight's mystery: **who taught steel to be that strong?**

The toy grew HUGE — and a whirlpool of golden dust yanked her in.

WHOOSH



Here we GOOO!



SIRI'S SECRET NOTEBOOK

Biggest mystery yet 🚜

- ① How does a MACHINE lift a boulder like it's a pillow?
- ② Grandpa says a yellow digger built one of the great companies. Prove it, compass.

THE MACHINE OF A THOUSAND PARTS

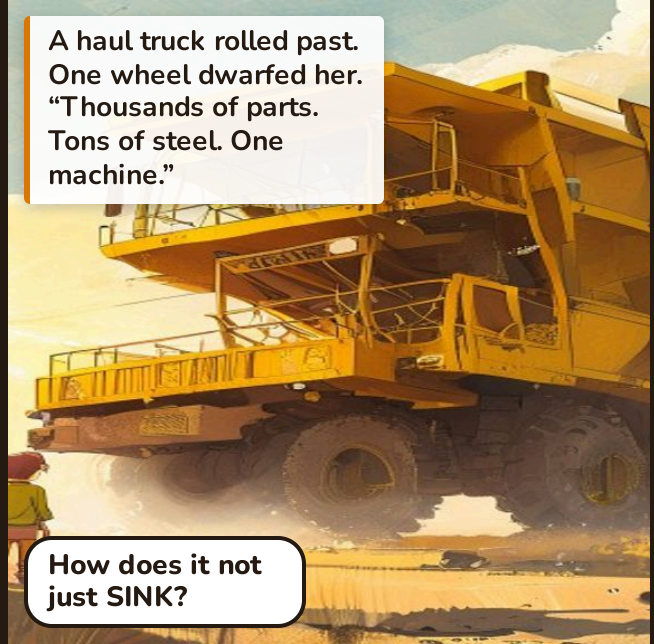


She landed in a sunlit quarry — surrounded by yellow machines the size of houses.



An engineer waved, hard hat gleaming. "I'm Iris. I keep these giants running."

Best. Job. EVER.



A haul truck rolled past. One wheel dwarfed her. "Thousands of parts. Tons of steel. One machine."

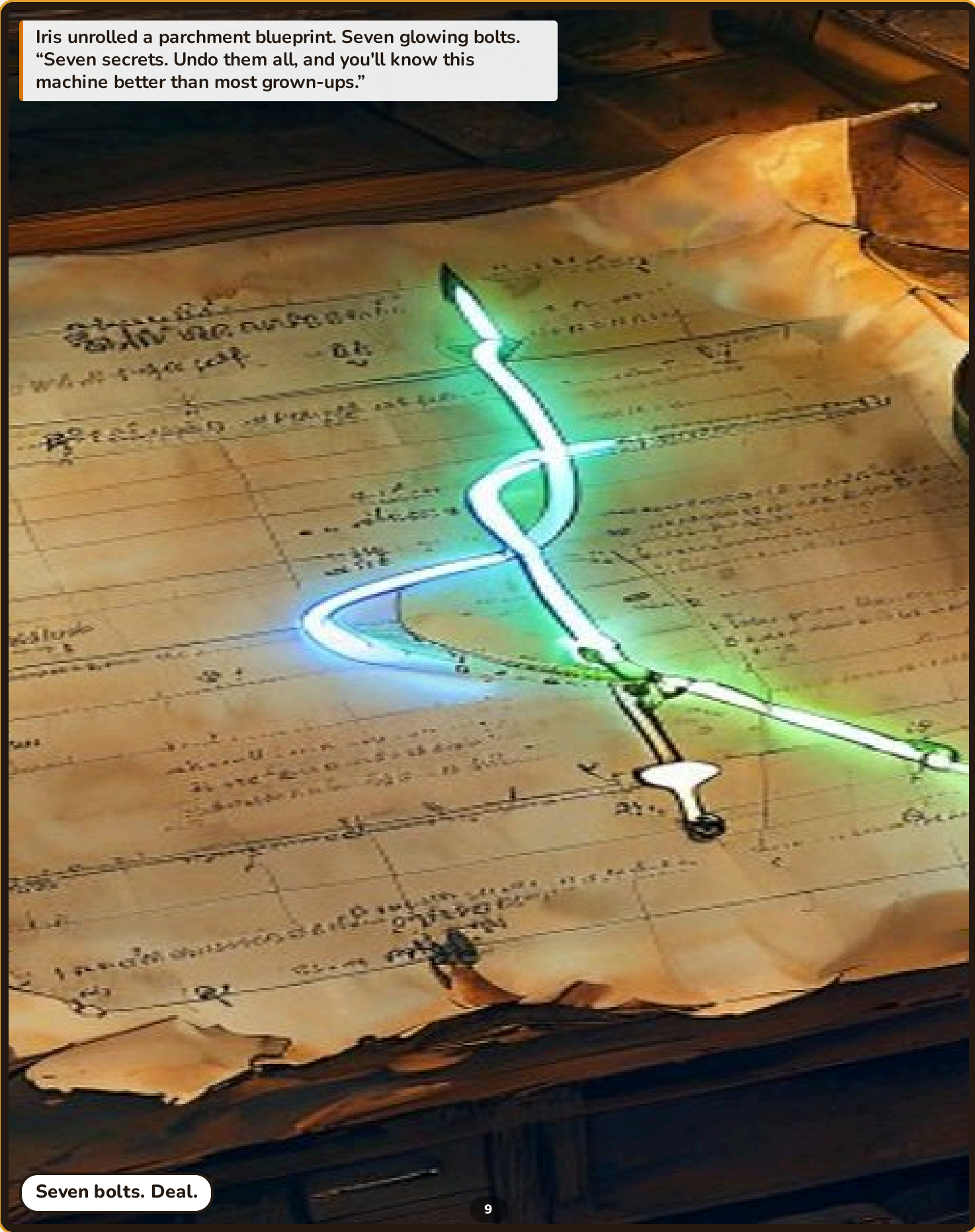
It's a GALAXY of giants!

How does it not just SINK?

★ WORTH REMEMBERING

A big mining machine can weigh more than a hundred cars, yet lift rock all day without breaking. It's built from thousands of parts made across dozens of countries — every one of them clever.

Iris unrolled a parchment blueprint. Seven glowing bolts.
“Seven secrets. Undo them all, and you'll know this
machine better than most grown-ups.”



Seven bolts. Deal.



SIRI'S SECRET NOTEBOOK • THE QUEST

 1 THE MUSCLE — how does a skinny arm lift a mountain?

 2 THE FIRE — where's the power from?

 3 THE TWIST — why is slow so strong?

 4 THE TEETH — steel that beats rock?!

 5 THE FEET — walking on mud without sinking?

 6 THE SENSES — how does it steer itself?

 7 THE JOURNEY — who builds it... and WHY?

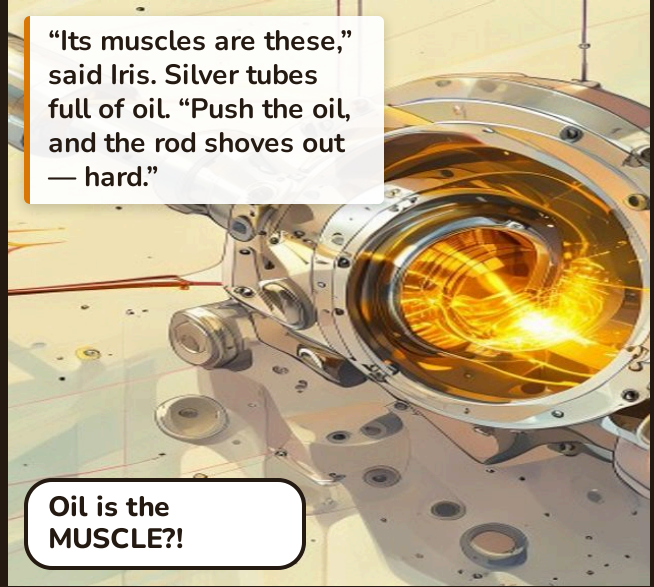
Let's GO 

BOLT ONE: THE MUSCLE MADE OF OIL

3a What lifts a mountain?



Bolt one. The great arm curled and lifted a boulder — softly, like tucking in a baby.



"Its muscles are these," said Iris. Silver tubes full of oil. "Push the oil, and the rod shoves out — hard."

Oil is the
MUSCLE?!



"Squeeze oil in a sealed pipe and it pushes back EVERYWHERE. Small push in, giant push out."

Big piston, big
force!

No engine roar. Just...
muscle.

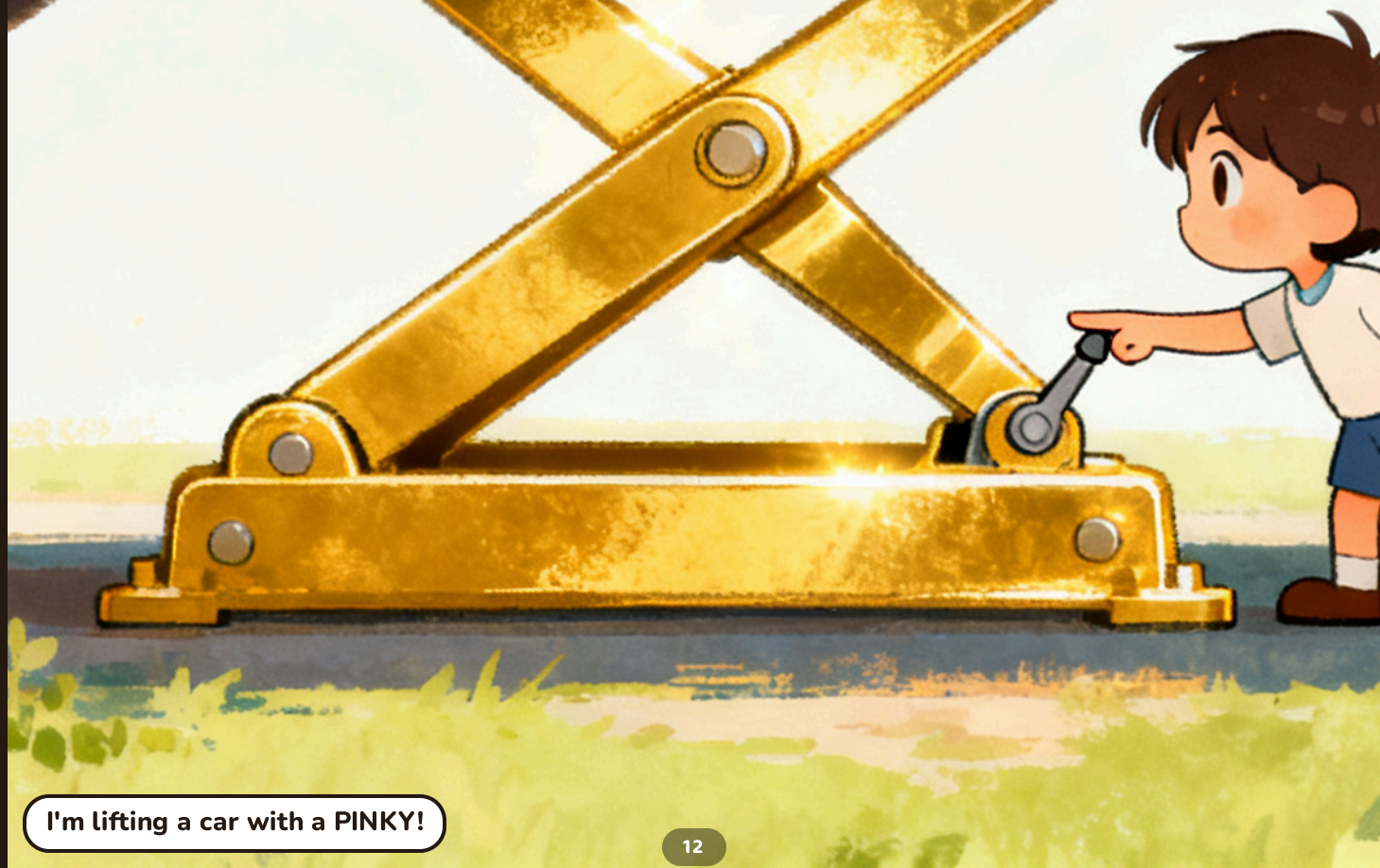
★ WORTH REMEMBERING

It's **Pascal's rule**: trapped oil passes your push along, unbroken, in every direction. Press a small piston a long way; a giant piston moves a little — but with enormous force. Fluid turns a gentle pump into a mountain-lifter.



Iris handed her a little lever. One finger — and Siri lifted a whole CAR on a hydraulic jack.

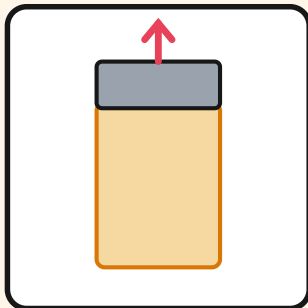
CLICK



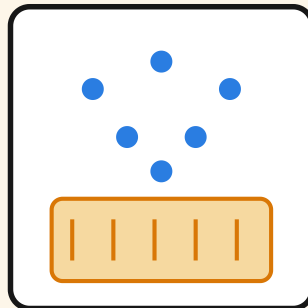
I'm lifting a car with a PINKY!



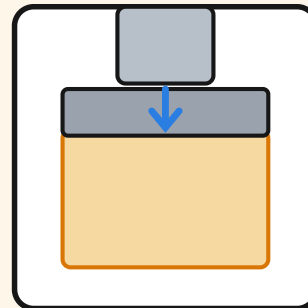
HOW OIL MULTIPLIES YOUR PUSH



A SMALL PUSH
on a little piston



OIL PASSES IT ON
pressure spreads everywhere at once



A GIANT PUSH
the big piston lifts a boulder



SIRI'S SECRET NOTEBOOK · BOLT 1, HALF LOOSE

Muscle = OIL pushed through sealed pipes (Pascal!). Small push in → giant push out. Traded distance for force. Lifted a real car with one finger. 💪

BOLT ONE, PART TWO: LEVERS THAT MOVE MOUNTAINS

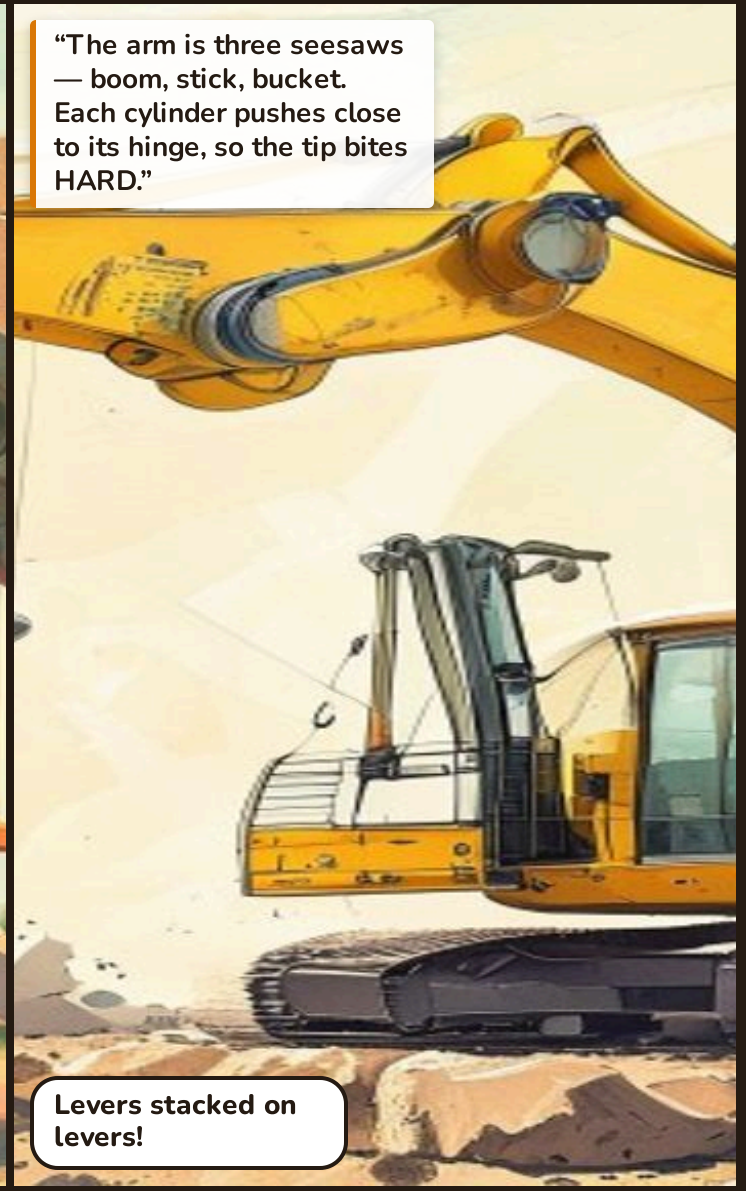
4a Three seesaws in a row

“One more trick,” said Iris, hopping on a seesaw. “A tiny push on the long end lifts a boulder on the short end.”



The playground was **PHYSICS** all along?

“The arm is three seesaws — boom, stick, bucket. Each cylinder pushes close to its hinge, so the tip bites **HARD**.”



Levers stacked on levers!

★ WORTH REMEMBERING

A lever trades distance for force. The cylinders push near each hinge, so the bucket tip swings far and clamps down with tons of **breakout force** — the punch that cracks rock loose. Hydraulics plus levers: that's the whole muscle. ⚙️

The bucket curled — and a slab of rock split with a CRACK.

KRAK



It cracked a rock like a cookie!

Iris popped a heavy crate lid with a crowbar. “Same trick in your hand. Give me a lever and I’ll move the world.”



Slow, but MIGHTY. I get it now!

Now you're thinking like an engineer.

 SIRI'S SECRET NOTEBOOK · BOLT 1 LOOSE

Arm = 3 levers (boom, stick, bucket). Cylinders push near the hinges → huge breakout force at the tip. Levers + oil = lifts a mountain, slowly and surely. ⚙️

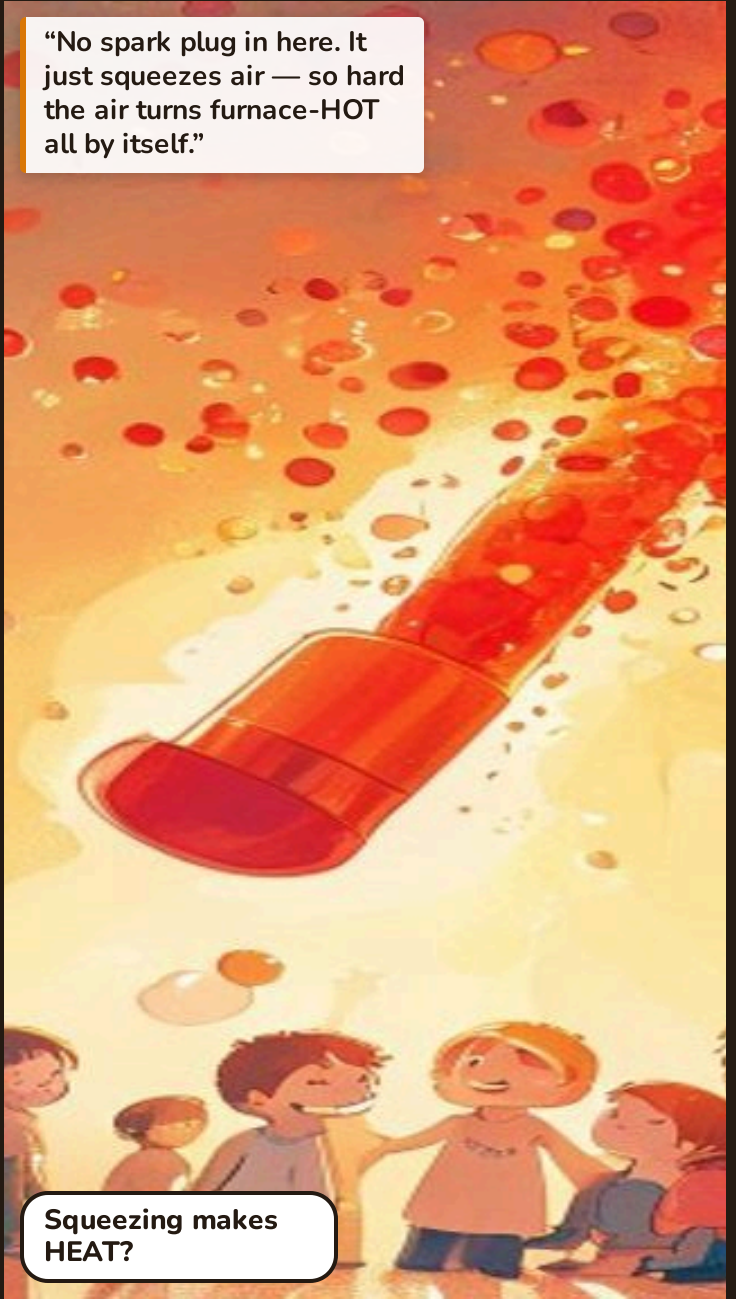
BOLT TWO: THE FIRE WITH NO SPARK

Bolt two lived under a hatch: a heart of steel bigger than a fridge, thrumming. “Meet the diesel.”



It sounds like a sleeping whale!

“No spark plug in here. It just squeezes air — so hard the air turns furnace-HOT all by itself.”



Squeezing makes HEAT?

★ WORTH REMEMBERING

Try it: pump a bike tyre fast and the pump warms up. Squeeze air and it heats. A diesel squeezes so hard the air glows hotter than an oven — no flame needed yet. 🔥

"THEN a mist of fuel. The hot air lights it itself. BOOM — the push shoves the piston down."

BOOM

"And a drop of diesel hides more energy than a drop of gasoline. Squeeze harder, get more from every drop."

It sets ITSELF on fire!

Tiny drop, giant push!

★ WORTH REMEMBERING

That's why every huge machine on Earth — digger, ship, train — drinks diesel, not gasoline. Higher squeeze plus richer fuel means more push per drop. Power isn't loud; it's **efficient**. 🚰

📖 SIRI'S SECRET NOTEBOOK • BOLT 2 LOOSE

Diesel = squeeze air till it's furnace-hot → spray fuel → it lights ITSELF, no spark. Diesel drop > gasoline drop for energy. That's why the giants all drink it. 🔥

BOLT THREE: THE GIFT OF SLOWNESS

Bolt three: a tangle of gears. “The engine spins fast and weak. Gears turn that into slow and MIGHTY.”

Siri got it instantly — her bike! Low gear, pedal easy, crawl up any hill.

You trade speed for strength?

My bike does this every day!

★ WORTH REMEMBERING

Torque is twisting force. A small fast gear driving a big slow gear trades speed for muscle — spin quick inside, turn slow and unstoppable outside. It's the same bargain your bicycle strikes on a steep hill. 🌀

A bulldozer crawled up a rubble slope, slow as a snail, shoving a mountain of earth ahead.



Slow isn't weak. Slow is **STRONG**.

 SIRI'S SECRET NOTEBOOK · BOLT 3 LOOSE

Gears trade **SPEED** for **TWIST** (torque). Fast+weak engine → slow+mighty wheels. Machines crawl on purpose — slow **IS** strong. My bike's been teaching me physics all along. 🚲

BOLT FOUR: TEETH HARDER THAN ROCK

7a Steel that bites stone

Bolt four glowed like a volcano: a foundry, a river of molten steel pouring into a mould shaped like a tooth.



My screen was a beach — this is a VOLCANO!

Steel teeth chewed straight into rock, chips flying. “Rock is hard. So we make the teeth HARDER.”



How do you beat a rock?

★ WORTH REMEMBERING

Heat steel glowing, then cool it fast — its atoms lock into a stubborn, crowded grid. That's **hardening**. Mix in a pinch of other metals and you get steel tough enough to gnaw solid stone all day. 🦷

Iris bolted on a shiny new tooth. Siri held the old worn one.
“They wear out on PURPOSE.”



Wait — you WANT them to wear?

★ WORTH REMEMBERING

Clever trick: the teeth are the cheap part that wears, so the huge expensive bucket never does. When they're worn, you just bolt on fresh ones in minutes. Design the failure where it's easy to fix. 🔧

📖 SIRI'S SECRET NOTEBOOK • BOLT 4 LOOSE

Teeth = super-hard steel (heat + fast-cool + a pinch of metals = hardening). They wear out ON PURPOSE, so the pricey bucket never does. Bolt on new ones. Genius. 🦷

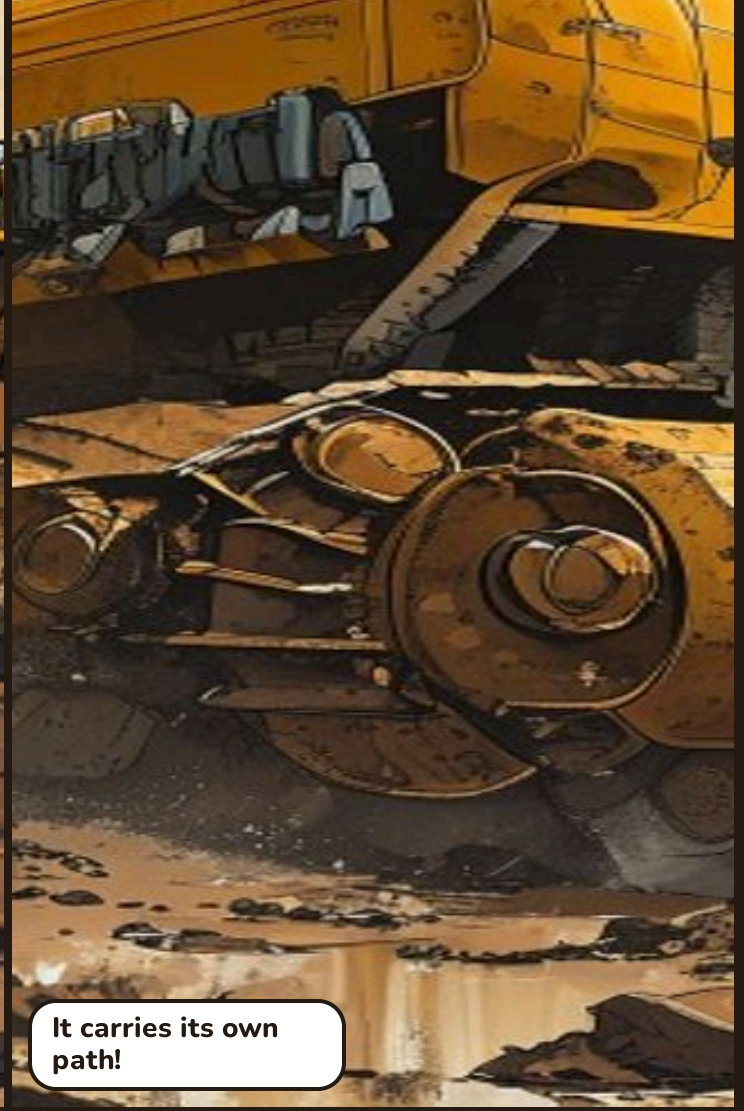
BOLT FIVE: THE ENDLESS FEET

Bolt five: a bulldozer crossed deep mud that would swallow a truck — floating on wide clanking tracks.



Why doesn't it
SINK?!

“Look close. Not wheels —
a loop of steel and rubber
that lays down its own
road as it rolls.”



It carries its own
path!

★ WORTH REMEMBERING

Pressure = weight ÷ footprint. A person in stilettos dents a lawn; the same person in snowshoes floats. Tracks are giant snowshoes: they spread a fifty-tonne machine so wide it treads softer than your shoe. ❄️

"Same weight, bigger footprint, less pressure. Stilettos sink; snowshoes float."



The machine wears
SNOWSHOES!

The tracks bit into a steep rocky slope and climbed like a real caterpillar's many feet.



THAT'S why it's
called a
Caterpillar?!

You're getting
warm, kid.

 SIRI'S SECRET NOTEBOOK • BOLT 5 LOOSE

Tracks = snowshoes for a 50-tonne giant. Pressure = weight ÷ footprint.
Spread the weight → float on mud → climb anything. And the name... hmm.



BOLT SIX: THE MACHINE THAT SENSES

9a Eyes made of satellites

Bolt six: a dozer smoothed earth flat as glass, guided by a faint laser line and beams from a hilltop.



It's digging to an invisible LINE!

In the cab, a screen glowed with the machine's heartbeat. "It talks to satellites — knows its blade to a fingernail."



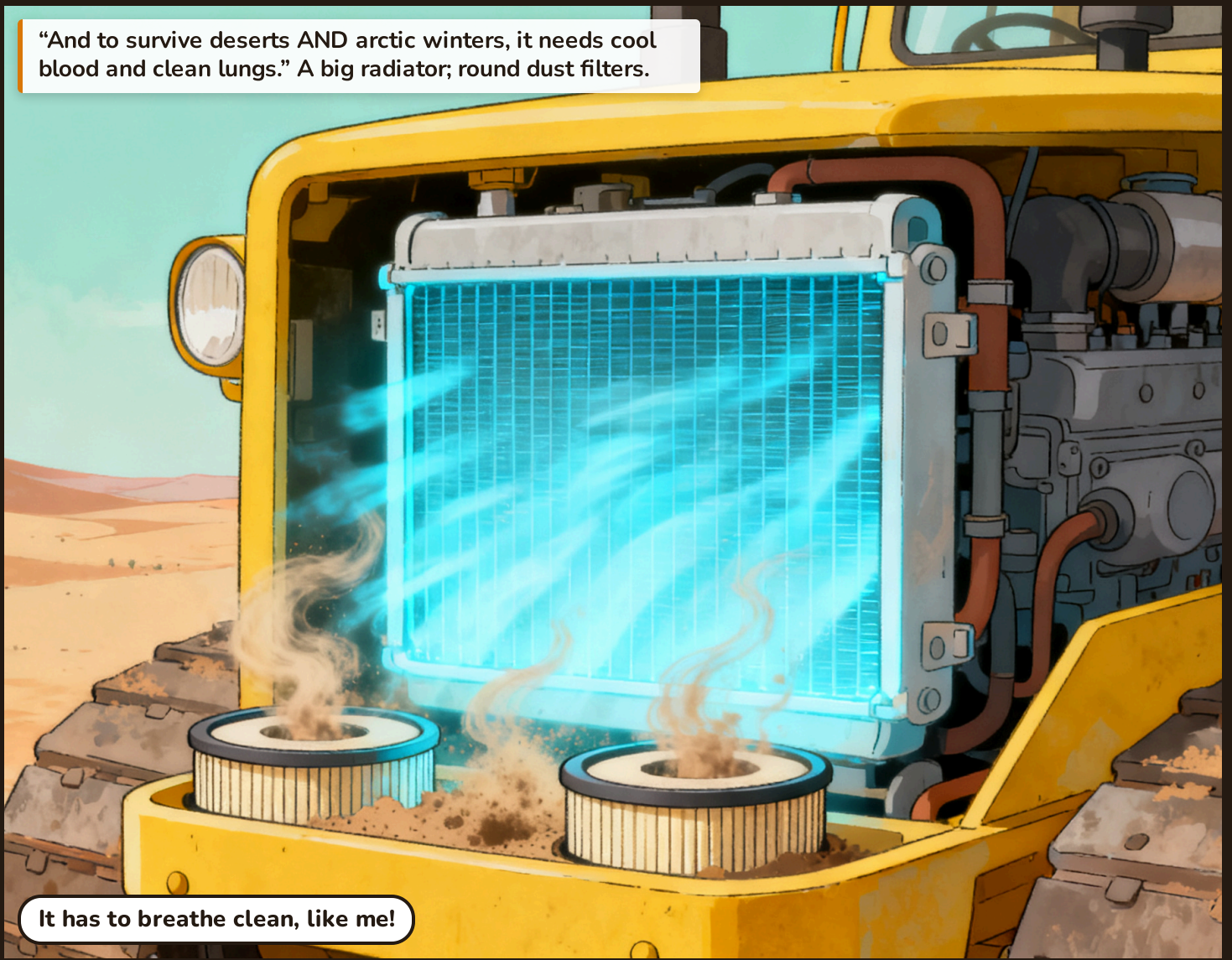
It knows where it is from SPACE?!

To the width of your fingernail.

★ WORTH REMEMBERING

Old digging was guesswork and stakes in the mud. Now satellites overhead and sensors on the blade steer it to a perfect level — no re-digging, no waste. The muscle got a **brain**. 📡

"And to survive deserts AND arctic winters, it needs cool blood and clean lungs." A big radiator; round dust filters.



It has to breathe clean, like me!

★ WORTH REMEMBERING

Engines make heat; a giant radiator carries it away so the machine never overheats. And filters catch swirling dust before it can scratch the engine's insides. Endurance isn't luck — it's **cooling and clean air**, on purpose. 🧠

📖 SIRI'S SECRET NOTEBOOK · BOLT 6 LOOSE

SENSES: satellites + blade sensors = digs to a perfect level (no re-digging!).

ENDURANCE: big radiator (cool blood) + filters (clean lungs) = survives desert and arctic. The muscle grew a brain. 🧠

BOLT SEVEN: A MILLION HANDS

Bolt seven filled the whole wall. Behind it: no single machine. Just... the world. It starts in the ground.

Iron ore from a mine → a steel mill roaring with molten metal → the parts of the giant.

Every machine starts as a piece of a MOUNTAIN.

The miner. The foundry worker. The welder. The robot-tender. The driver. The field mechanic. Each said the same shy line.

The last secret is PEOPLE?

"I only do my small part."

★ WORTH REMEMBERING

Sit with that: **nobody on Earth knows how to build the whole machine.** Each person masters one sliver — and one company conducts a million slivers into a single yellow giant. The conducting is the real invention. 🎵

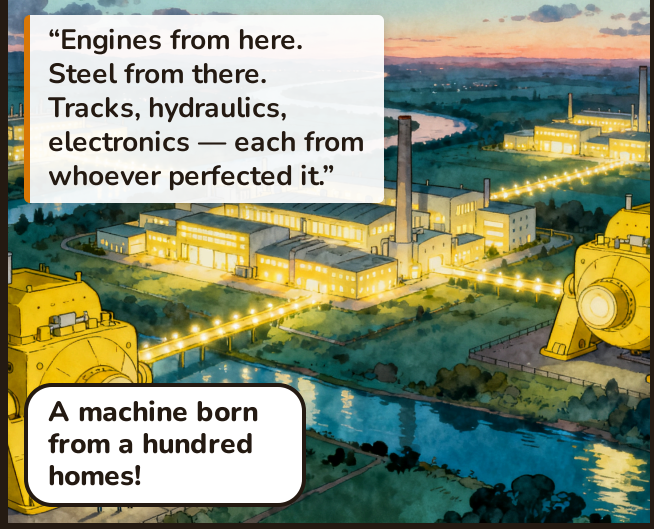
📖 SIRI'S SECRET NOTEBOOK · BOLT 7, PART ONE

Mountain → mine → steel mill → a million hands → one machine. No single person knows the whole recipe. So the real question: WHO'S THE CONDUCTOR? ...I think I'm about to find out.

THE LONGEST ROAD



Iris unrolled a world map.
Golden threads from
everywhere, all meeting at one
yellow machine.



“Engines from here.
Steel from there.
Tracks, hydraulics,
electronics — each from
whoever perfected it.”

A machine born
from a hundred
homes!



Then ships and trains
carried the finished
giants to every
continent, ready to work
by the week's end.

From factory to a
faraway mine —
fast!

The whole planet is
holding hands.

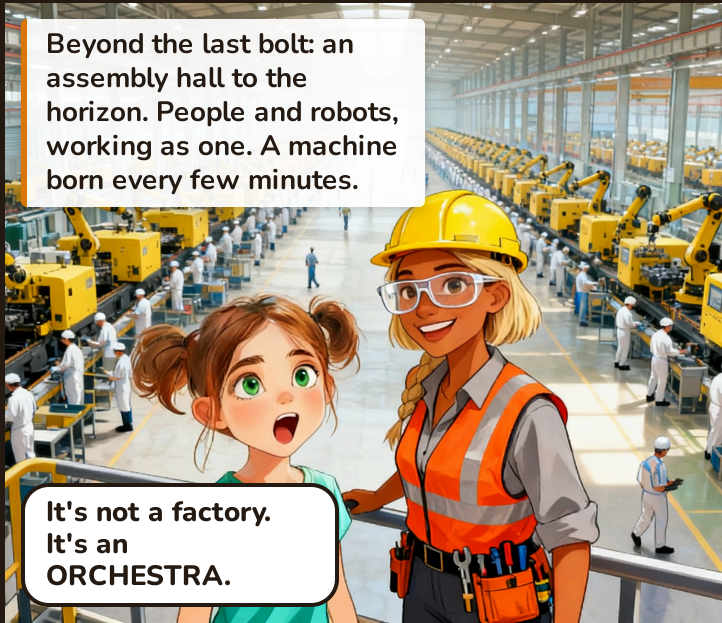
★ WORTH REMEMBERING

Here's the mind-bender: a great machine-maker doesn't just build machines. It **orchestrates** thousands of suppliers, foundries and factories into one object — then gets it anywhere on Earth. That orchestra, not the steel, is the company. 🌍

📖 SIRI'S SECRET NOTEBOOK • BOLT 7 LOOSE

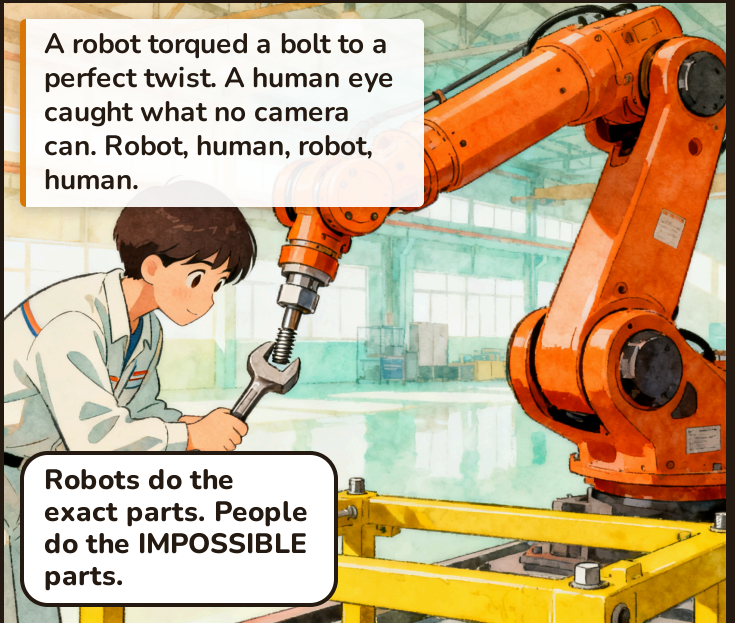
All 7 bolts undone! A machine = a whole planet's work, conducted into one yellow giant and shipped anywhere. Now... someone wants to meet me, and the compass is spinning again. 🧭

THE DANCE OF A THOUSAND STEPS



Beyond the last bolt: an assembly hall to the horizon. People and robots, working as one. A machine born every few minutes.

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



A robot torqued a bolt to a perfect twist. A human eye caught what no camera can. Robot, human, robot, human.

Robots do the exact parts. People do the IMPOSSIBLE parts.



Next door: the torture lab. Machines baked, frozen, shaken, drowned in mud. All day, every day.

You TORTURE them?!

A digger must survive a desert AND an arctic winter.



Final test: one loose bolt out of thousands... and it goes back.

ONE bolt?!

★ WORTH REMEMBERING

Factory rule, business secret: **quality is cheapest at the source**. Fix a flaw on the line: pennies. In a customer's mine, a broken machine costs a fortune — because what really breaks is **trust**. Remember this wall; we'll see it at the castle.

At the far end: worn-out machines taken apart, cleaned, rebuilt — reborn as good as new.



The river flows in a CIRCLE!

 SIRI'S SECRET NOTEBOOK · THE BUILD

Robots = exact, humans = impossible. Torture lab = trust insurance. One bad bolt → back. And old machines get REBUILT, not junked. Now... someone in Omaha wants to meet me. 💰

WHY THE WORLD SAYS YES

13a Siri's question flips

A whole worksite danced — digging, hauling, lifting. Every busy machine seemed to sparkle with coins.



A working machine **MAKES** money by the hour!

Then one sat silent. The site waited. Workers checked watches. “A stopped machine **BLEEDS** money.”

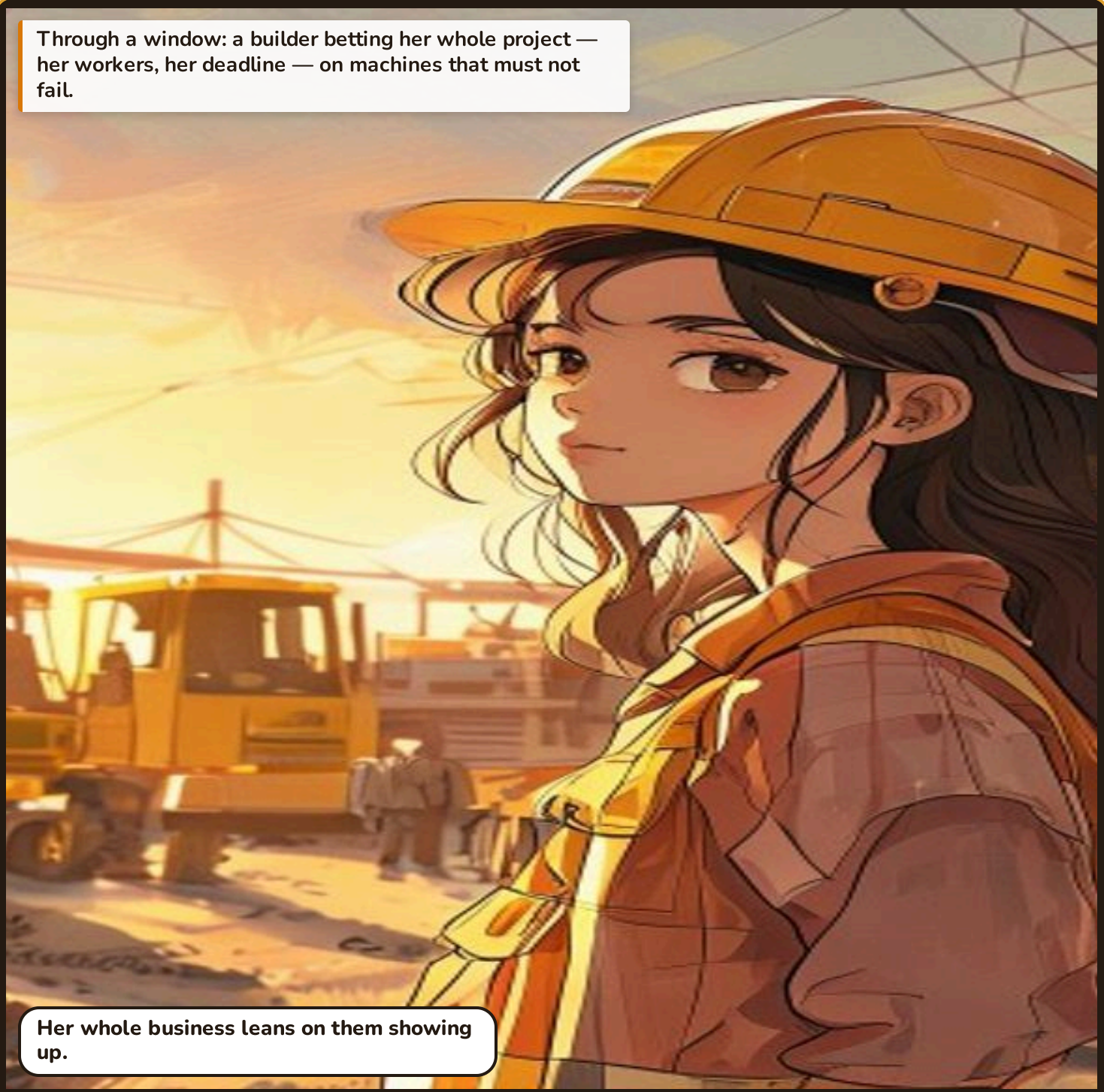


So breaking down is the real enemy!

★ WORTH REMEMBERING

Warren's favorite riddle: **price is what you pay, value is what you get**. A cheap machine that quits costs a fortune in lost days. So buyers count the **WHOLE** life — and gladly pay more for one that never stops. 💛

Through a window: a builder betting her whole project — her workers, her deadline — on machines that must not fail.



Her whole business leans on them showing up.



SIRI'S SECRET NOTEBOOK

My question flipped: not 'how does it work' → 'WHY pay more for it?'
Because a machine that **STOPS** costs way more than a machine that costs more. Value >> price. Uptime is the real product. 🕒

THE NETWORK THAT NEVER SLEEPS

Answer number two had its own building: a depot where a truck raced out at dawn with one glowing spare part.

On the wall, a world map lit with dots on every continent. "A friend near every machine we ever sold."

There's help on every continent!

Out in the field, a mechanic reached a stranded machine before lunch and had it roaring by dark.

A part, anywhere, by tomorrow?!

A stopped machine, fixed in HOURS!

That's the real product, kid.

★ WORTH REMEMBERING

A machine down loses money by the hour — so a fast part beats a cheap one every time. Rivals can copy the steel. They cannot copy a hundred years of dealers on every continent, each one already there. That web is the deepest moat of all. 🌍

📖 SIRI'S SECRET NOTEBOOK

Answer #2: the DEALER NETWORK. Not just selling machines — being THERE, forever, with the part and the fix. Steel is copyable in a year. A century of dealers is not. 🌍

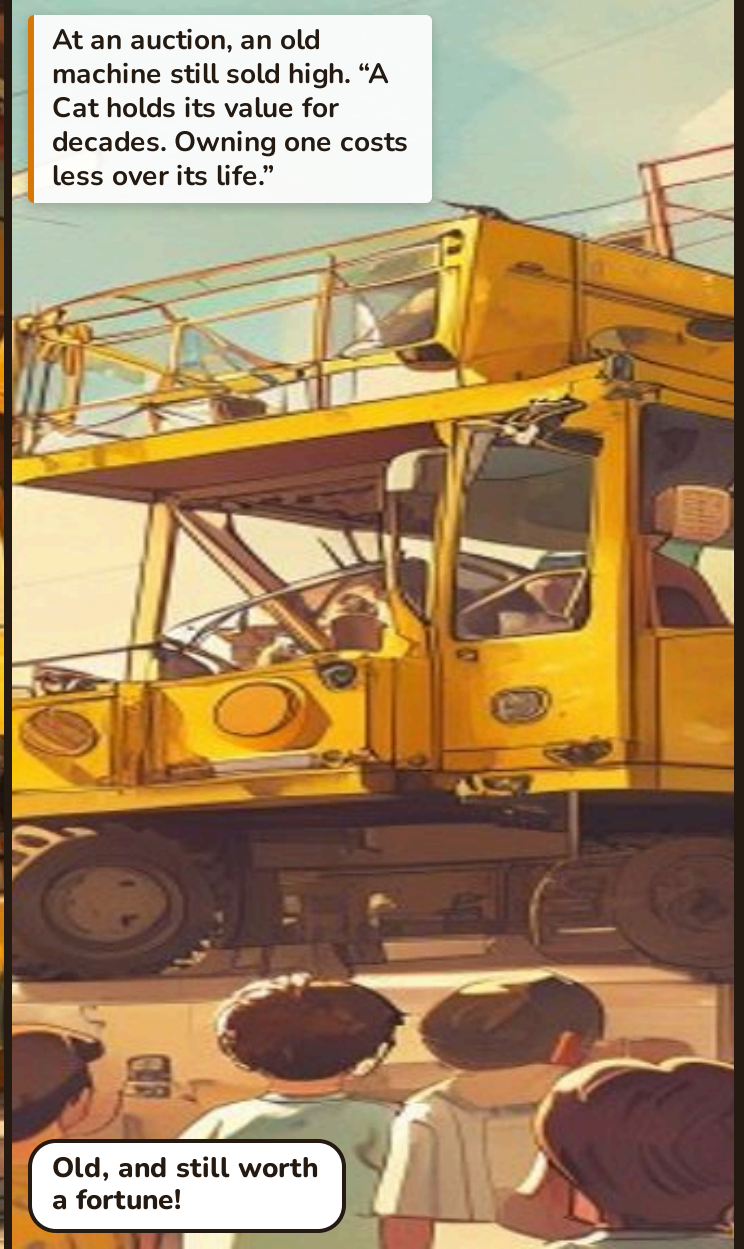
THE PRICE OF TRUST

Answer three: a worn giant rolled in tired — and rolled out reborn, engine rebuilt, ready for another life.



You can bring a machine **BACK** to life?

At an auction, an old machine still sold high. “A Cat holds its value for decades. Owning one costs less over its life.”

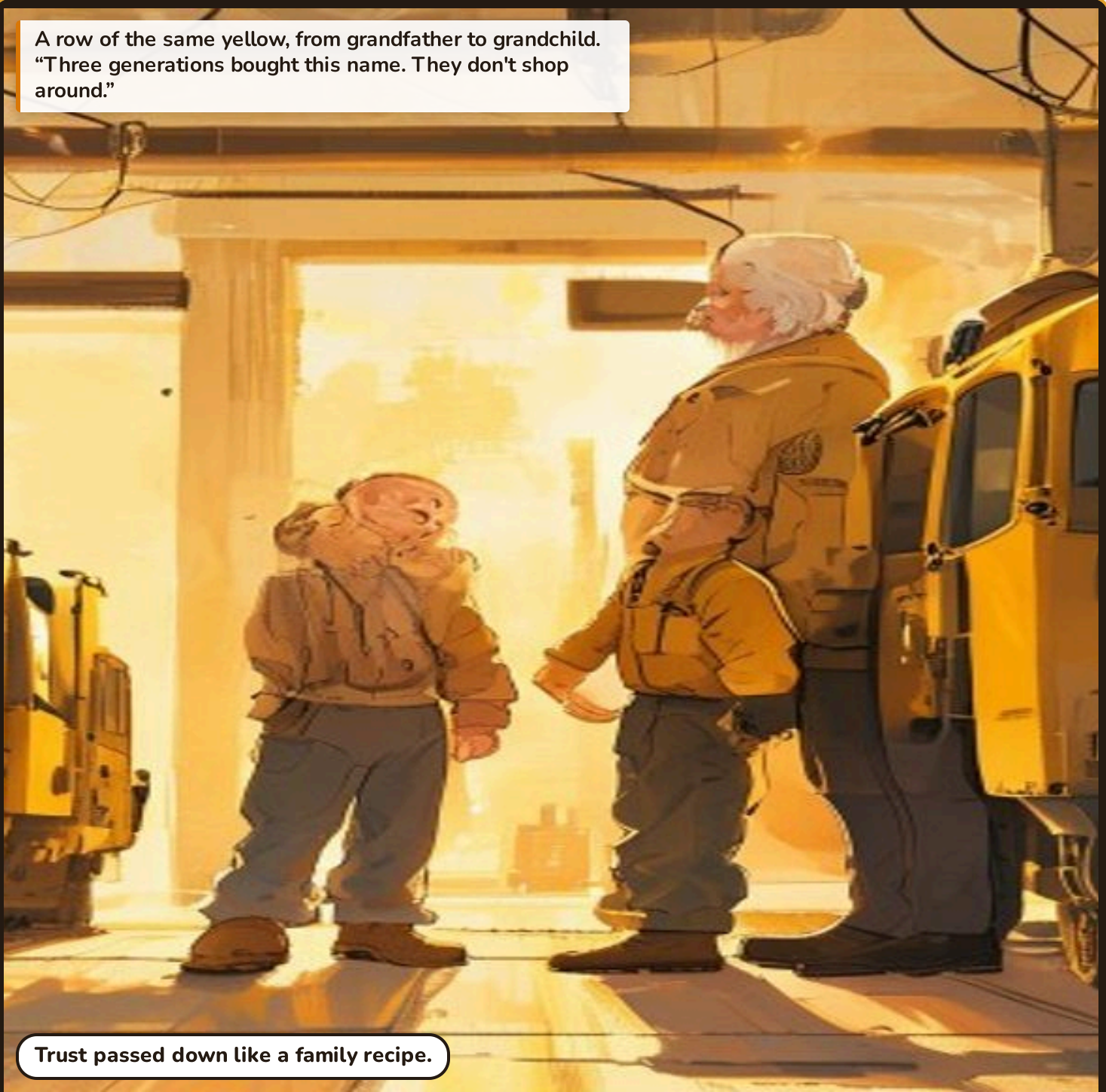


Old, and still worth a fortune!

★ WORTH REMEMBERING

When a product just works for decades — and can be rebuilt — a promise forms: *anything with this mark treats me this well*. That's a **brand**. Trust isn't built by ads; it's built by machines that show up on the worst day, year after year.

A row of the same yellow, from grandfather to grandchild.
"Three generations bought this name. They don't shop around."



Trust passed down like a family recipe.

 SIRI'S SECRET NOTEBOOK

Answer #3: TRUST. Rebuildable + high resale = cheaper over a lifetime, even at a higher price. 'It just works in the worst places' = a brand you inherit. Value → Network → Trust. Compass spinning again 🧭

THE TRACTOR THAT LEARNED TO CRAWL

The compass dragged them over a ridge — to yellow machines shining to the horizon, one name on every one. Siri knew it.

CATERPILLAR! The machines that move mountains!

"It began in 1904. A farm. The heavy wheels kept sinking in soft delta soil."

So how do you drive on mud?

"Benjamin Holt did the opposite of everyone. Instead of bigger wheels, he wrapped them in a moving track."

The machine carried its OWN road!

A watcher said the crawling machine looked like a caterpillar inching along. The name stuck forever.

THAT'S where the name comes from!

★ WORTH REMEMBERING

Freeze on that farm: **the best answer was the opposite of the obvious one**. Everyone chased bigger wheels; Holt made the wheels disappear into a track. On soft ground, wheels sink and tracks float. Betting against the crowd — and being right — built an industry. 🐛

📖 SIRI'S SECRET NOTEBOOK • THE REVEAL

CATERPILLAR. 1904 → wheels sank in mud → Holt wrapped them in a TRACK → machine floats → named for a crawling caterpillar. The whole company started as a contrarian bet. TURN THE PAGE — what happened next?

THE YELLOW YEARS

"1925. Two fierce rivals — Holt and Best — stopped fighting and joined into one: the Caterpillar Tractor Co."

Enemies became teammates!

"1931: the machines turned bright 'Hi-Way Yellow' — so you'd see them coming — and learned to run on diesel."

That's why every digger is YELLOW!

"Then they got to work. Highways over mountains. The great dams. Whole cities, shaped by yellow steel."

They literally reshaped the land!

"In the war, they built airfields and roads under fire with the Seabees. Wherever earth had to move — Cat."

Machines that build in a WAR ZONE.

★ WORTH REMEMBERING

Notice the pattern: a farm fix became a road-builder became a war-builder became a mountain-mover. **No castle starts as a castle.** It grows, one hard job at a time, by being the machine people reach for when the work is impossible. 🏗️

"Dealers spread to every continent. In 1963, Cat and Mitsubishi teamed up to build in Japan. The yellow went global."



From one farm to the whole PLANET.



THE STORY IN TIME

1904

Benjamin Holt tests the first track-type tractor on soft California soil.

1915

Holt's crawlers inspire the first tanks in the Great War.

1925

Rivals Holt and Best merge into the Caterpillar Tractor Co.

1931

Machines turn 'Hi-Way Yellow' — and diesel power arrives.

1930s

Cat machines carve the highways and raise the great dams.

1940s

They build airfields and roads at war with the Seabees.

1950s

Dealers spread worldwide; parts follow the machines everywhere.

1963

Caterpillar and Mitsubishi team up to build in Japan.

Today

Yellow machines work on all seven continents — even Antarctica. 🐛



SIRI'S SECRET NOTEBOOK

Farm fix (1904) → rivals merge (1925) → goes
YELLOW + diesel (1931) → highways, dams,
war, then the whole world. One hard job at a
time, for over a century. 🚜

THE CASTLE OF IRON

A warm glow. A whiff of cherry cola. Warren and Charlie, the partners from Omaha, before an iron castle.

In the quarry's shade, 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. A hundred times more fun.



THE CASTLE WALLS • WHY RIVALS CAN'T COPY IT



Wall One: The Network That Never Sleeps

A dealer near every machine ever sold, with the part you need by tomorrow. Machines down bleed money, so fast parts beat cheap steel. Rivals copy a machine in a year; a century of dealers takes a century.



Wall Two: A Name for Not Breaking

Decades of 'it works in the worst places on Earth.' Buyers stake whole projects on it, generation after generation. Trust like that lets you charge more and still get thanked.



Wall Three: The Machine That Won't Die

Built to be rebuilt — worn parts swapped, engines reborn, value held for decades. It costs LESS over its whole life, even at a higher sticker price.



Wall Four: The Mountain of Scale

The biggest maker buys parts cheapest and spreads its inventing over the most machines. And every machine sold feeds a river of parts-and-service for decades after.

Charlie tapped his thick glasses. "My trick: turn the telescope around. Don't ask how Cat wins — ask what would DESTROY it. Then check they're not doing it. **Invert, always invert.**"



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



THE CASTLE WALLS · WHY RIVALS CAN'T COPY IT



Crack One: Hungry Rivals

Strong makers in every market, always pushing on price and features. The moat must be widened every single year.



Crack Two: The Rollercoaster

Sales rise and crash with mines and building. In a bust, even a great machine sits unsold. Huge machines tie up huge money.



Crack Three: The Electric Wave

Diesel built the castle. If batteries and hydrogen win the future, the whole race could reset — and rivals get a fresh start.



Crack Four: The Robot Turn

Self-driving machines change who the customer trusts. Miss that turn, and the deepest moat — the human dealer — could shift beneath them.



★ WORTH REMEMBERING

Charlie's ruin-Cat checklist: let a machine earn a name for breaking. Starve the dealers so parts arrive late. Guard diesel and miss the electric wave. Bet the company on one boom. Now — **just never do those.** Inversion turns worry into a checklist.

Warren raised his cola. "Ask if the world could rebuild itself without them. Roads, mines, ports, dams — someone must move the earth first. A business the world leans on, that keeps its promise for a century, behind four walls — that's a castle worth admiring."



The treasure was never the steel!

SIRI'S SECRET NOTEBOOK · THE CASTLE

WALLS: network 🌐 name 🤝 rebuildable 🔧 scale 📈. CRACKS: rivals ⚔️ boom-bust 📉 electric ⚡ robots 🤖. Charlie: INVERT. Warren: admire the walls, not the shine. (No stock prices — just the business.) 🏰

THE OWNER'S COURT

Then Warren built a tiny courtroom in the quarry — and put a yellow machine on the witness stand.

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

TOK TOK

Siri banged a little gavel and fired Warren's five eternal questions.

Order in the court!

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



★ WORTH REMEMBERING

The Owner's Court:  Enduring need? — 'Someone must move earth for every road, mine and home.'  Trust earned? — 'A century of showing up on the worst day.'  Reinvesting wisely? — 'Billions into cleaner engines, robots and satellites.'  Copyable with money? — 'My steel, in a year. My dealers and my name? A century.'  What breaks you? — 'Only my keepers, if they get lazy.' Court adjourned for lemonade.

Last exhibit: a painting of 2056. Machines that drove themselves, ran on batteries — doing the same eternal work: moving the earth.



The SHAPE changes. The NEED never does.

 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 machines, railways, red fizzy cans — anything. (He never once mentioned a stock price. The judge judges the BUSINESS.) ⚖️

THE NEXT THIRTY YEARS

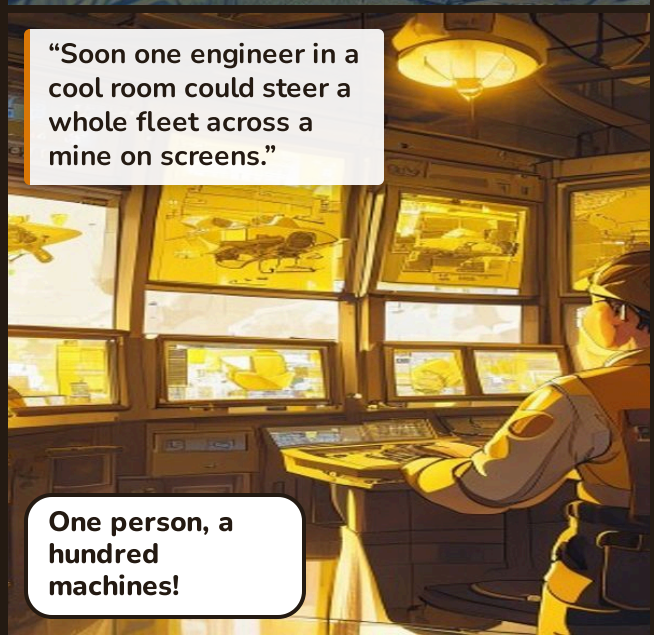


One last walk, into tomorrow's mine: giant haul trucks with no cabs, gliding along by themselves, safe in places too dangerous for people.



"And the diesel heart is changing. Watch — a digger running silent on a giant battery, no smoke at all."

A digger that whispers!



"Soon one engineer in a cool room could steer a whole fleet across a mine on screens."

One person, a hundred machines!

The trucks drive THEMSELVES?!

★ WORTH REMEMBERING

No crystal balls — just visible currents: self-driving machines in dangerous mines, batteries and hydrogen replacing diesel, one human steering many machines, satellites guiding every scoop. Siri's rule from the hilltop: **don't bet on the shape — bet on the need.** 🌟

"And the material river bends into a circle: old machines un-built and reborn as new ones, forever."



Mountains → machines → back again!

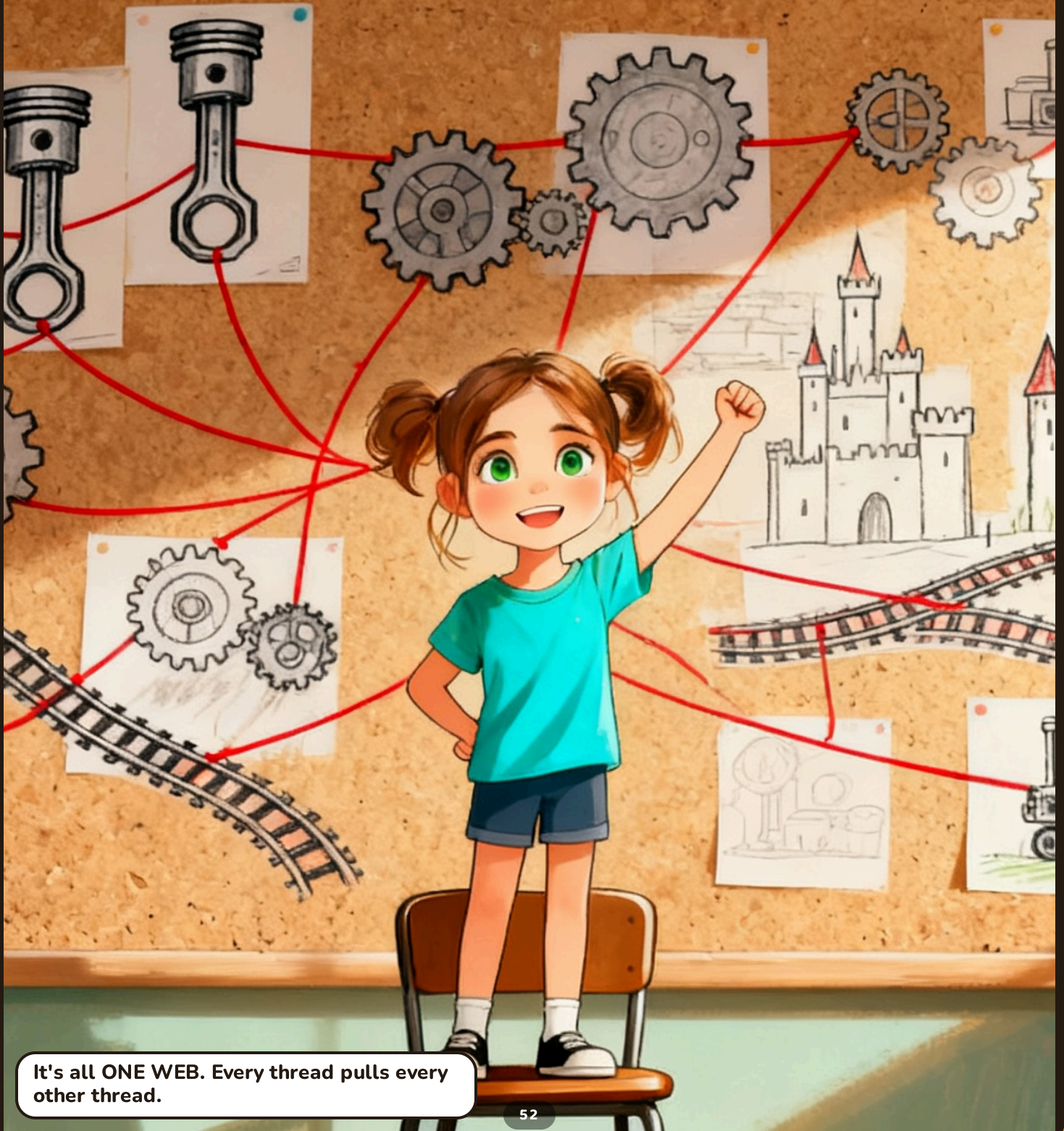


SIRI'S SECRET NOTEBOOK

2056 watchlist: driverless mine trucks, electric + hydrogen machines, one human = a whole fleet, satellite-guided digging, circular rebuilding. Rule: bet on the NEED (someone must move earth), not the shape. 🌐

THE SECRET NOTEBOOK

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: oil in a sealed pipe multiplies a push (Pascal) → levers aim it at the bucket tip → diesel lights itself by squeezing air → gears trade speed for torque → hardened teeth bite rock → wide tracks spread the weight → satellites steer the blade. **Ordinary physics, stacked extraordinarily.**



★ WORTH REMEMBERING

The Business Web, one breath: value (uptime beats price) → the dealer network that never sleeps → trust (rebuildable, inherited, a name kept for a century) → castle (network + name + rebuildable + scale), patrolled by Charlie's inversion, judged by Warren's court. Underneath it all: a million strangers, conducted into one yellow giant.

The real test: she retold the **WHOLE** thing to her little cousin — with a toy digger and a sandbox. He got it.



If you can't explain it with a sandbox, 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. Twelve from
ONE machine: force-multiplication · levers · self-
ignition · slow-is-strong · hardening · design-
the-failure · $\text{pressure} = \text{weight} \div \text{footprint}$ ·
nobody-knows-the-recipe · price-vs-value ·
network moat · $\text{brand} = \text{trust}$ · rebuild-and-hold-
value. 

COMING HOME

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



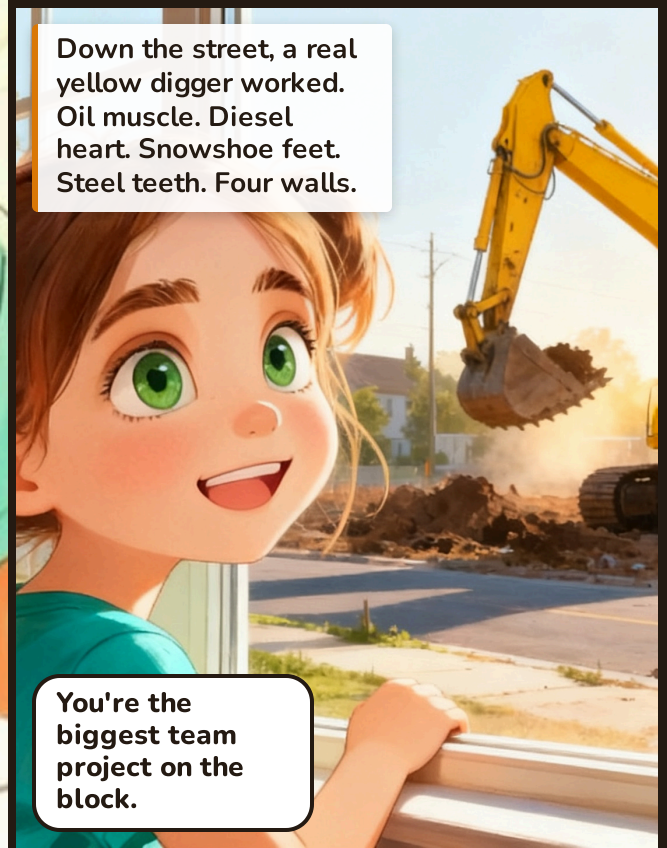
Was it real? It FELT real...

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."

Down the street, a real yellow digger worked. Oil muscle. Diesel heart. Snowshoe feet. Steel teeth. Four walls.



You're the biggest team project on the block.

She set the little toy digger back on the shelf — and told the whole family the story over pancakes.



Best servant of the modern world. And it started on a muddy farm.

She hugged the diary tight. Somewhere far away, a field of yellow machines caught the morning sun.



Show me the next one, Grandpa. ♥

★ WORTH REMEMBERING

Next unlock, feel it: oil multiplying a gentle push into tons — air lit without a spark — snowshoe feet on soft mud — teeth harder than rock — a century of showing up.

Nothing, from now on, is just anything.



SIRI'S SECRET NOTEBOOK · VOLUME FOUR, CLOSED

Seven bolts. Twelve mental models. One iron castle. One contrarian bet on a muddy farm. But the compass is twitching toward the SKY now... something silver... something with six million pieces... and it's about to FLY. Volume Five. 🧭✈️



OUR PHILOSOPHY

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

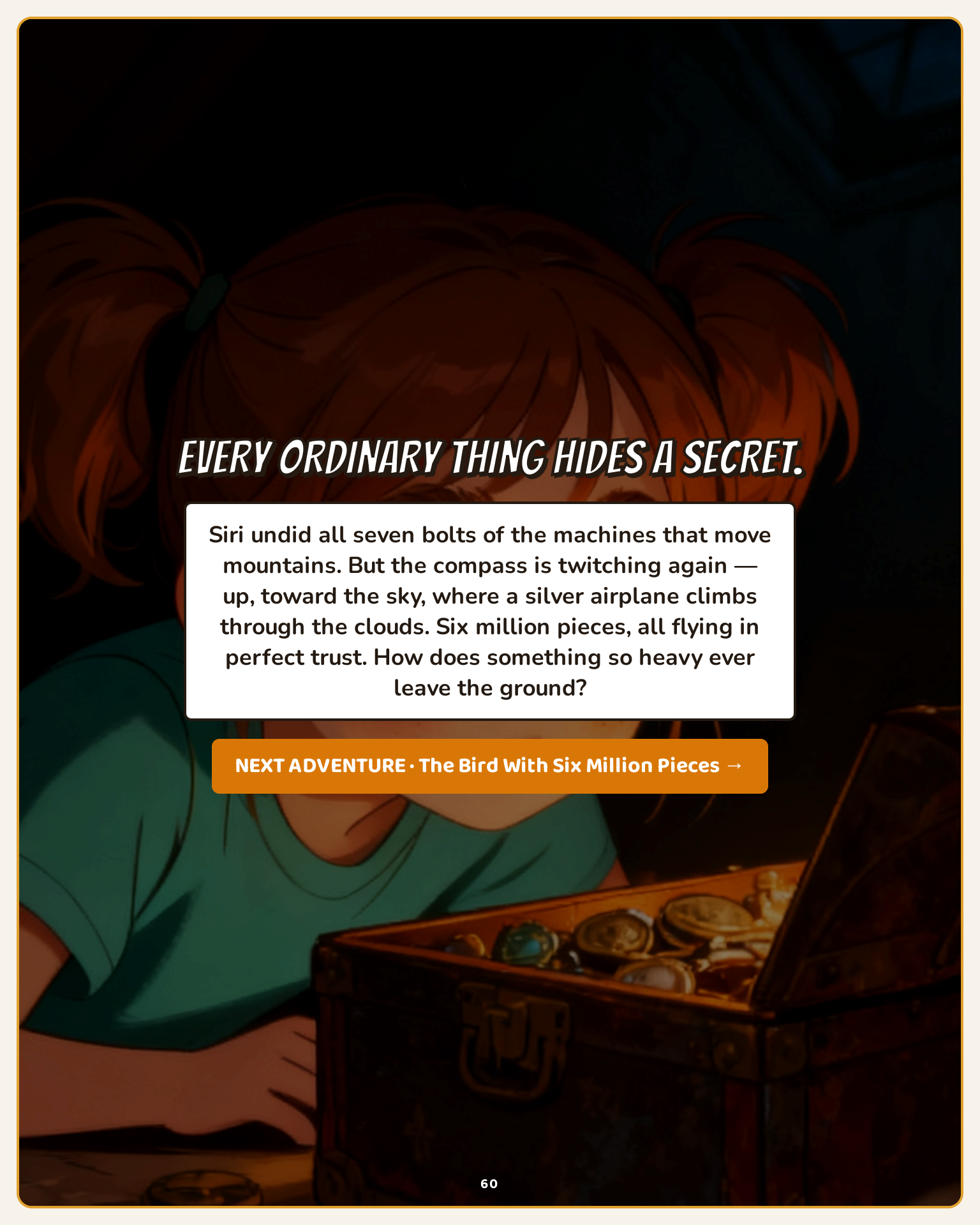
Inspired by the multidisciplinary thinking of **Charlie Munger** and the rational, long-term philosophy of **Warren Buffett**, our comics connect science, technology, business, history, and human behavior to show how the real world works.

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 down at an open treasure chest filled with gold coins and jewels. The background is dark and moody.

EVERY ORDINARY THING HIDES A SECRET.

Siri undid all seven bolts of the machines that move mountains. But the compass is twitching again — up, toward the sky, where a silver airplane climbs through the clouds. Six million pieces, all flying in perfect trust. How does something so heavy ever leave the ground?

NEXT ADVENTURE • The Bird With Six Million Pieces →