

F/LIST

Corporate Press Kit

F/LIST GROUP

HANDCRAFTING THE FUTURE

The F/LIST Story.



For more than 75 years, the F/LIST Group has shaped interiors for a world without boundaries. What began as a small village carpentry woodshop in Austria has evolved into a global expression of luxury living across aircraft, yachts and residences.

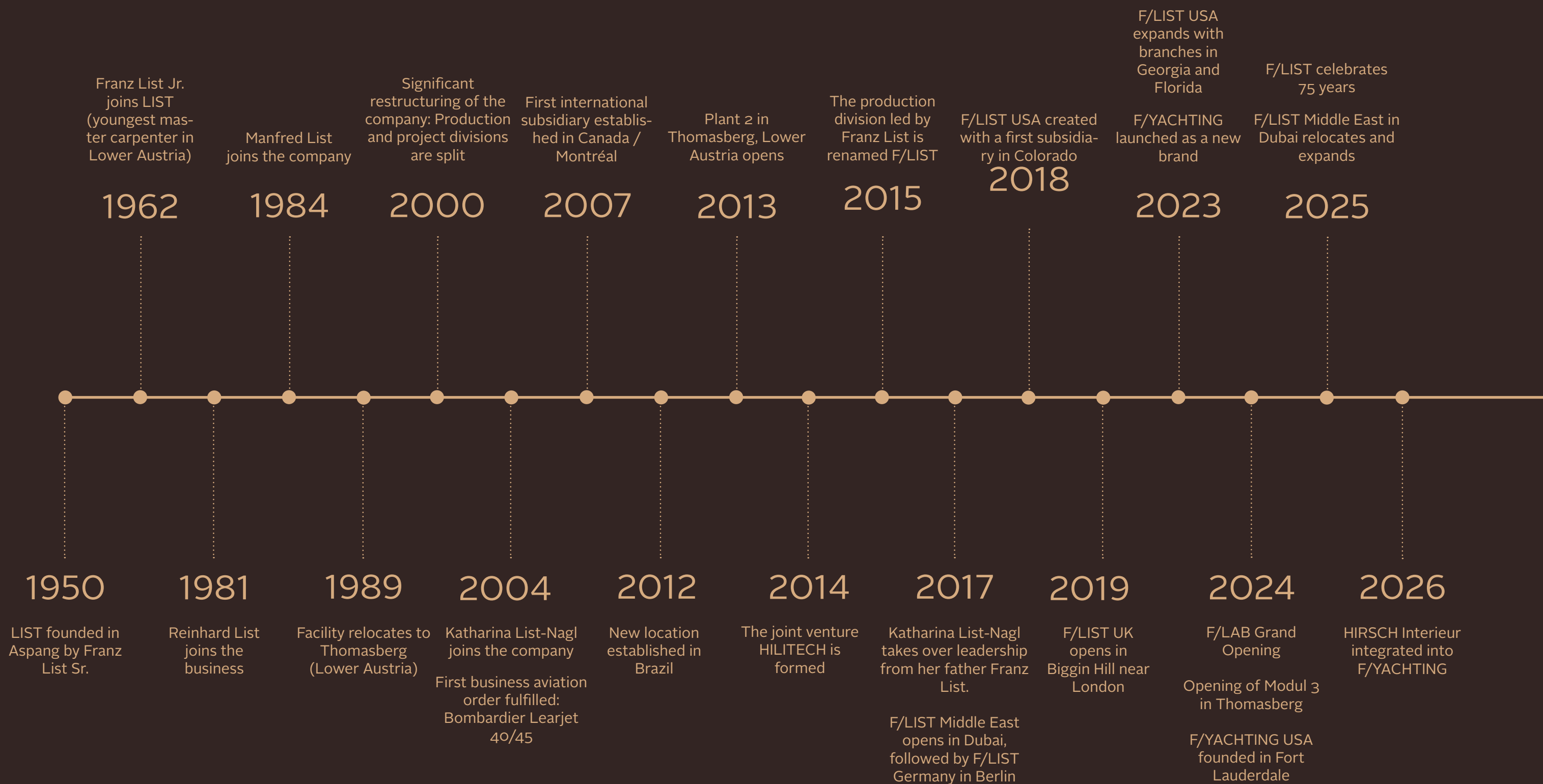
Each chapter of this evolution has been guided by the same ambition: to create refined materials of the highest quality to outfit exceptional spaces with lasting relevance.

The F/LIST Group, unifying F/LIST, F/YACHTING, HI-LITECH, INAIRVATION and Hirsch Interiors, brings together heritage, innovation and a deep understanding of the lifestyles of the world's most discerning clients.

Together, this unique connection between air, water and land is embodied in the group's 361-degree approach: a promise to create continuity across all aspects of a client's life, whether in jets, helicopters, premium commercial aircraft cabins, yachts, homes, villas, penthouses, or apartments, and to bring a deep understanding of personal lifestyle into every project while continuously integrating sustainability.

Craftsmanship since 1950.

Each milestone marks a step in a journey shaped by craftsmanship, entrepreneurial vision, and the ability to transform ambition into lasting impact. Together, they form the foundation of what F/LIST represents today.



The F/LIST Group employs over 1,250 employees in 14 locations worldwide. In addition to the Austrian headquarters in Thomasberg, F/LIST operates specialist teams in Berlin and Erfurt. They serve as a hub for aftermarket excellence, uniting meticulous cabin refurbishment for business and private jets with F/LIST Germany's concentrated expertise in upholstery, leatherwork and advanced soft goods craftsmanship. F/LIST UK offers proximity to London, a leading world center for architecture, design and luxury markets, while F/LIST Middle East in Dubai strengthens the group's longstanding ties with the region's aviation communities.

The company's North American presence spans F/LIST Canada, in Montreal, where F/LIST collaborates closely with major aviation OEMs. F/LIST USA, with branches in Savannah, Denver, and Fort Lauderdale, reflects the country's dynamic private, business and commercial aviation markets, as well as its growing yacht sector (F/YACHTING). In South America, F/LIST Brazil, in Sorocaba and Gavião Peixoto, serves a fast-growing community of jet owners and operators.

This global network – with sustainability at its core – forms the foundation for direct, ongoing partnerships with designers, shipyards, manufacturers, OEMs, and the world's most discerning private clients. Indeed, environmental responsibility reaches building design and is an integral part of the F/LIST story. At its production facilities in Thomasberg, renewable district heating, river-water cooling and one of Austria's largest photovoltaic installations, underscore a holistic approach to responsible manufacturing. The commitment to sustainability embodies not only the production facility, but F/LIST's philosophy and people at all its sites.

F/AVIATION: Two Decades of Firsts.

For more than 20 years, F/AVIATION has blended master craftsmanship, pioneering engineering, and visionary innovation to elevate the art of aircraft interiors. As one of the world's most respected creators of bespoke aviation interiors, the company entered business aviation in 2004 with the refurbishment of a Bombardier Learjet. That milestone marked the beginning of an extraordinary journey defined by precision, creativity and an uncompromising pursuit of excellence.

Since then, F/LIST has become renowned for transforming natural elements into lightweight, aviation-certified masterpieces that unite technical performance with timeless elegance.

In 2025, F/AVIATION opened a new chapter with its expansion into premium commercial aircraft interiors, extending its expertise into large scalable, certification-intensive environments and reinforcing its position as a trusted engineering and interiors partner for the global aviation industry.

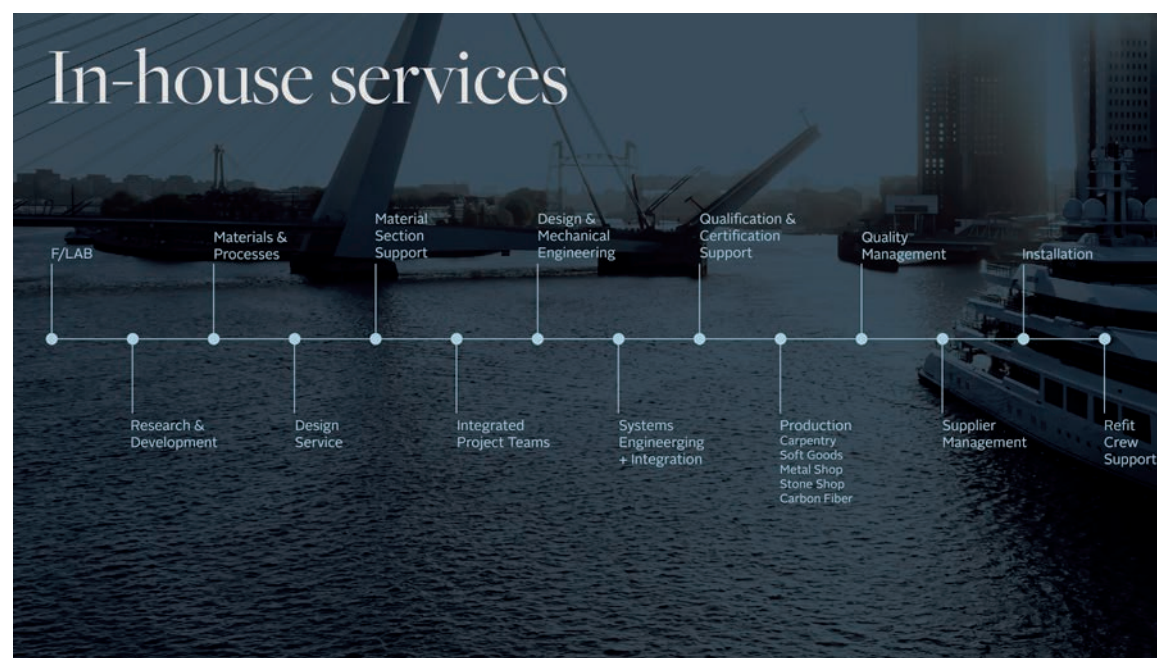
Today, F/AVIATION represents approximately 80 percent of the company's activity, encompassing bespoke interiors for business jets, VIP aircraft, helicopters, and premium commercial cabins. The company supplies more than 300 aircraft cabins annually and collaborates with leading manufacturers, including Bombardier, Embraer, Gulfstream, and Pilatus.



F/YACHTING: Luxury on the Water.

The F/LIST business unit in the yachting sector dates to 1992 and reached a milestone when it outfitted MS The World – the largest privately owned residential yacht on the seas. Drawing on generations of Austrian craftsmanship and an uncompromising attention to detail, the company quickly became recognized for creating extraordinary interiors that merge refined luxury with technical precision. Over the years, what is now known as F/YACHTING outfitted more than 100 yachts at a rate of roughly five per year, and has collaborated with leading shipyards, designers, and owners to craft bespoke living spaces for some of the world's most exclusive superyachts and residences at sea.

Today, F/YACHTING, a brand established in 2023, accounts for about 15 percent of the business, supporting shipyards and superyacht owners with holistic, highly tailored interior and exterior solutions. Each project reflects the company's philosophy of combining artistry, innovation, and functionality to create timeless environments tailored to life on the water.



F/YACHTING provides a comprehensive set of in-house services covering research, materials development, design, engineering, certification support, production, installation, and refit activities. This integrated setup enables all project steps to be coordinated within one organization.



About F/HOME: 75 Years of Craftsmanship.

F/LIST was founded in 1950 by Franz List Sr. in Lower Austria and initially focused on crafting kitchens and residential interiors. Over the following years, his three sons – Franz jnr., Manfred, and Reinhard – joined the business, contributing to its continuous growth. In 2000, the company underwent a significant restructuring: the production division, led by first born son and the youngest carpenter in Lower Austria Franz List, became an independent company, now known as F/LIST. This change laid the groundwork for further internationalisation and expansion.

Today, F/LIST operates as a group specialising in the creation of exclusive interiors across air, sea, and land. The company collaborates with international partners and utilises advanced materials and technologies in both residential and specialised projects.

Today, F/HOME represents the residential business unit of F/LIST. Working with architects, designers, and private clients worldwide, it develops and manufactures bespoke interior solutions for exclusive residential projects. Combining craftsmanship, advanced technologies, and premium materials, F/HOME delivers tailored living environments while upholding the quality and precision standards that have defined F/LIST for decades.



Inside the F/LAB.

At the heart of the F/LIST's future-oriented identity is the F/LAB – the company's in-house platform for research, development and forward-thinking innovation. This multidisciplinary innovation hub brings together more than 40 specialists, including engineers, industrial designers, technologists, and cross sector experts, to explore the materials, processes, and spatial concepts that will define tomorrow's interiors. Here, bio-based materials such as Aenigma are developed alongside new approaches to robotics, automation, flame-retardant composites, lightweight constructions and AI-supported design.

The F/LAB is also home to bold conceptual breakthroughs like the F/LIST Shapeshifter, a radical rethinking of interior space that allows furniture and monuments to morph, adapt and transform. Building on that idea, the F/LAB conceived the F/LIST Lightshifter, morphing wood veneer surfaces to reveal integrated illumination technology.

A World of Transformative Materials & Innovations.

Throughout its history, the company has combined craftsmanship, engineering and innovation to transform ambitious concepts into extraordinary interiors.

Drawing from an ever-evolving palette of materials – including wood, stone, metal, naturally processed leather, textiles, carbon fibre, and bio-based, recycled and reclaimed materials – F/LIST creates distinctive environments that unite beauty, performance and sustainability. From product development, testing and certification to finishing and complete interior refurbishments, the company continually pushes the boundaries of design and manufacturing.

Across its global operations, F/LIST is committed to responsible sourcing, energy efficiency and circular production practices. By extending material lifecycles, reducing waste and embracing authentic natural materials, the company continues to develop solutions that are as enduring as they are elegant. For F/LIST, sustainability is a driver of innovation, shaping the future of exceptional interiors.

REAL WOOD VENEER 65/65

The aviation industry's first fully heat-release-compliant wood veneers, they are lightweight and certified to be fully compliant for commercial aerospace. The veneers deliver the warmth, depth, and sensory richness of genuine wood and can be sourced from a variety of wood types, including locally sourced or region-specific varieties, such as bamboo in Asia or silver birch in Europe. Finished with F/LAB's Natural Oil Finish, the veneers can be customized to reflect brand identity, heritage or location.

F/LAB NATURAL OIL FINISH

This premium plant-based wood veneer finish was developed for luxury aircraft interiors as an alternative to traditional synthetic varnishes. Environmentally friendly with low volatile organic compound (VOC) emissions, its matte finish offers a tactile, natural wood feel and contemporary aesthetic and enhances the grain and texture of real wood veneers. It offers scratch and stain resistance, durability and easy maintenance.

F/LAB STONE INLAY

This innovation from the F/LAB proves how real stone can be engineered into lightweight, certified applications for high-end cabins, blending natural elegance with technical performance.

F/LAB AENIGMA (Red Dot Award 2023)

This material is reminiscent of the shiny metallic skin of manta rays, further enhanced by a textured, shimmering surface. Simultaneously flexible and firm, the material is created using a high-pressure laminating technique using high-end recycled materials such as fine marble, precious metal dust, mother of pearl by-products, and even moss, lichen, sand and pebbles, which can be preserved forever in the laminate. Shagreen, sparkling, parametric, textured surfaces, are all possible – the only limit is the imagination. Many other substances can be added for creative effect; and it can be backlit for added drama, distinction and dimension. With a cornstarch and maize base, the biobased material can be recycled at the end of its life.

F/LAB AENIGMA SMART

An evolution of the F/LAB Aenigma, the laminated material features electrical components embedded in the material to create interactive surfaces, control panels, and light switches. The material can also be lit-up to create a user-friendly interface. It can also be customised and features the same cornstarch and maize base. The F/LAB Aenigma Smart can also morph from one shape to another for enhanced functionality.

F/LAB AENIGMA ECO

A variant of the F/LAB Aenigma, the Eco demonstrates the same decorative surfaces but is created as a flat panel to be overlaid on hard surfaces. Metal powders, marble or stone waste can be incorporated to create textured effects. Also bio-based, the surface can be recycled at the end of life. Dividers, doors and cabinets can all maximize this material.

F/LAB WHISPER LEATHER WAVELINE

F/LAB Whisper Leather Waveline redefines luxury materials for the world of yachting. Introduced to the market in cooperation with Leap, this premium alternative to leather is partly derived from surplus resources. At its heart lies European apple waste, transformed into a material that embodies both sustainability and sophistication. Its performance properties – water resistance and durability – make Whisper Leather Waveline particularly suitable for applications in yacht interiors. Available in 1.4 m wide rolls, it comes in multiple textures and colors, allowing flexible use for elegant seating, wall panels, bespoke furniture, and decorative elements on board.

F/LIST SHAPESHIFTER

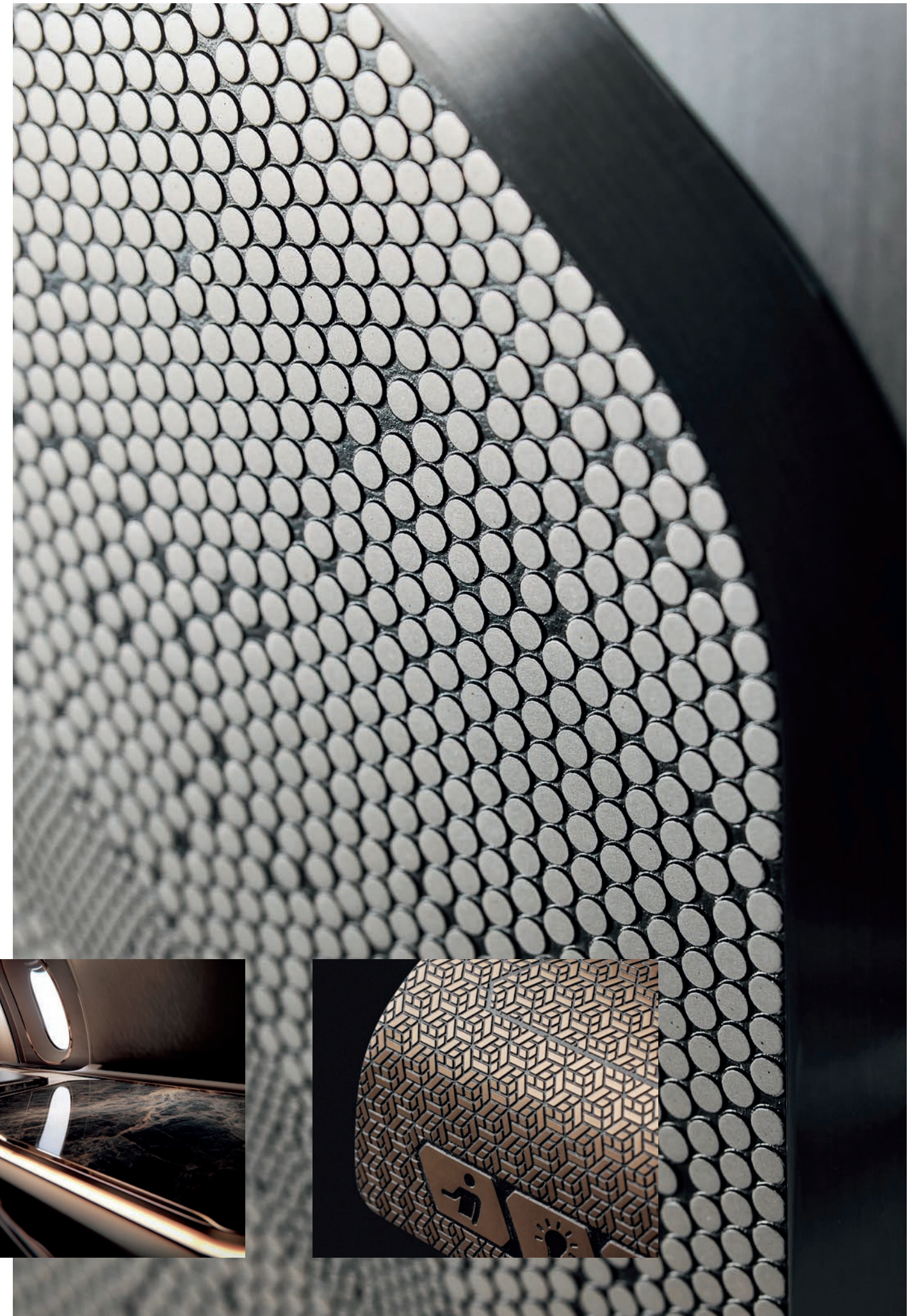
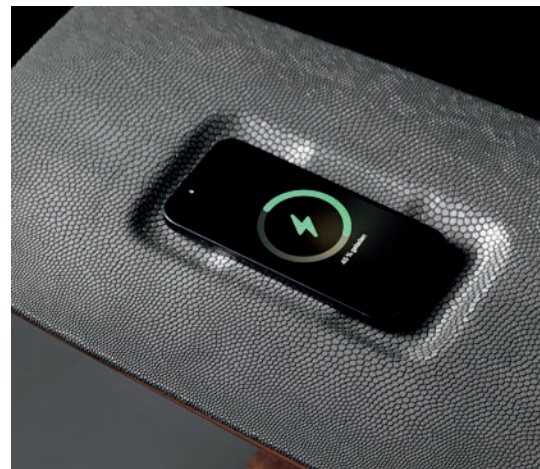
Imagined in the F/LAB, the never-before-seen Shapeshifter cabin concepts, originate from seemingly impossible ideas, to enable customers to transform the way in which cabin interior design and space are considered. Challenging traditional notions and the dimensional limits of the cabin environment, the use of actuators, pneumatic elements, and other mechanical systems bring cabin components to life by morphing to optimize valuable cabin space, deliver multiple functions and intelligently respond to passenger interaction. Expect the unexpected as Shapeshifter redefines the cabin environment.

F/LIST LIGHTSHIFTER

Developed within the F/LAB innovation hub, the Lightshifter metamorphoses wood veneer surfaces to reveal integrated illumination technology at the touch of a button creating unexpected textured design features and dramatic moments throughout the cabin. When deactivated, the veneer seamlessly returns to its original appearance with no visible trace of lighting hardware.

SCHOTT® OPAL READING LIGHT SERIES

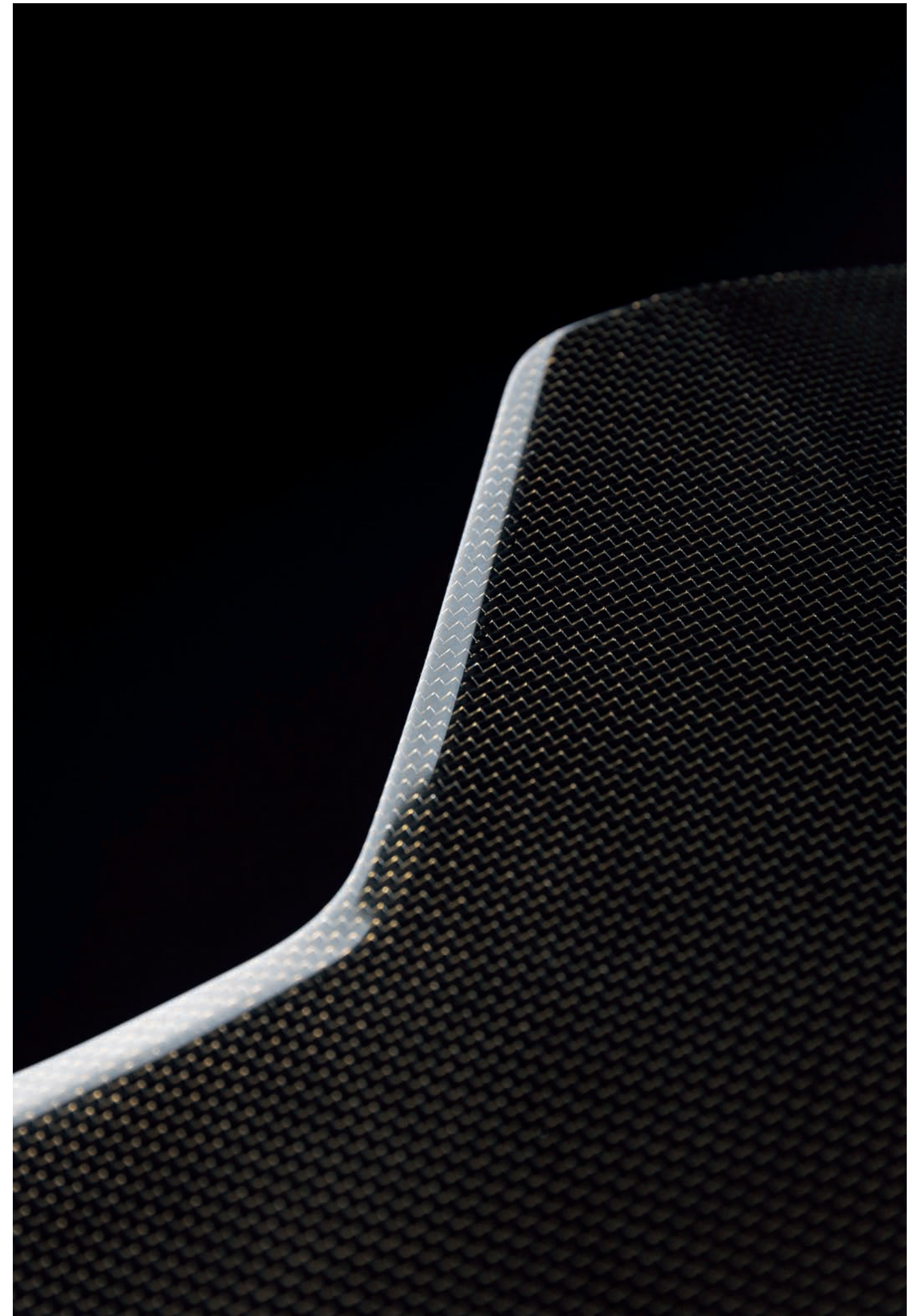
This partnership using the SCHOTT® Opal Terra platform integrates F/LIST's customizable natural surfaces – including wood and stone – into the light housing itself. Drawing on F/LIST's expertise in veneers and surface finishing, the concepts can be tailored to match seat materials and colour palettes, either blending discreetly into the cabin architecture or serving as a distinctive design accent.



Lightweight by Design – HILITECH

The company's innovative drive is further amplified by HILITECH, the joint venture with Hintsteiner Group founded in 2014 and developed as a dedicated Composite Competence Center for advanced lightweight solutions. Combining F/LIST's heritage of craftsmanship with high performance engineering, HILITECH creates robust, weight optimized structures tailored to the highest demands in design, function and technical performance. While deeply rooted in the aviation sector and its exacting safety, certification and performance requirements, this expertise extends far beyond a single industry, opening new possibilities wherever light-weight construction, precision and material intelligence are essential.

What defines HILITECH is not only technical capability, but also a distinctly boutique approach to development. Each solution is created with a high degree of specialization, flexibility and close collaboration, allowing complex ideas to be translated into highly individual, application-specific results. This partnership reinforces the group's identity as a leader not only in design, but also in advanced technical development, where craftsmanship, engineering excellence and tailored innovation come together in one integrated vision.



Leading the Future.



Led by CEO Katharina List-Nagl, alongside CFO Michael Groiss, CCO Werner Kartner and COO Andreas Aigner, F/LIST continues to shape the future of luxury interiors with the confidence of a family business and the capabilities of a global innovation leader. It is a company defined by fearlessness, curiosity and the conviction that craftsmanship and high technology are not opposites but partners.

By continually reimagining materials, spaces and customer experiences, F/LIST remains dedicated to its purpose:

Handcrafting the future.

“Where others see challenges, we see opportunities to innovate. Co-creation and collaboration are the keys to unlocking extraordinary possibilities.”

- Katharina List-Nagl



For List-Nagl, modern luxury is defined by responsibility, transparency and intelligent craftsmanship, shaping interiors that are both forward-thinking and timeless.

F/LIST Group by Numbers.

Founded

1950 in Aspang, Austria

Headquarters

Thomasberg, Austria

Global Presence

14 locations worldwide

Employees

Over 1250 (2026)

Nationalities

Over 30

Business Areas

F/AVIATION, F/YACHTING
and F/HOME

Group Revenue

EUR 159 million (2025)

Export Ratio

48.8% (2025)

R&D Investment

Approx. EUR 4.5 million per year

Apprenticeship professions

Cabinetmaking / Cabinetmaking
Engineering
Coating Technology
Upholstery
Metal and Machining Technology
Mechatronics
Metal Construction and Sheet Me-
tal Technology

Office Administration ^(HILITECH)

Fiber Composite Technology ^(HILITECH)

Saddlery, specializing in Vehicle

Saddlery ^(F/LIST Germany)

Apprentices Trained

Over 500 (2026)

Post Apprenticeship

Retention Rate

100%

Joint Venture

HILITECH, founded in 2014 –
Hintsteiner Group and F/LIST
INAIRVATION – Lufthansa Technik
and F/LIST

Selected Awards

The International Yacht & Aviaiton
Awards 2021-2024 and 2026
German Brand Award
German Innovation Award
German Design Award
Red Dot Design Award
Deloitte Best Managed Companies
Award 2021 & 2023
Pilatus Supplier Award
Bombardier Supplier Award
US-A-Biz Award
Robb Report Best of the Best 2025

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