

# OTTO

AEROSPACE



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# PRESS RELEASE



## Otto Aerospace Selects F/LIST to Develop Interior for Phantom 3500

Partnership integrates cabin design directly into aircraft development from the start to align with Otto's performance and efficiency goals.

**FORT WORTH, Texas, May 19, 2026** — Otto Aerospace has partnered with F/LIST to develop the interior for its Phantom 3500, a clean-sheet, ultra-efficient business jet that leverages breakthrough laminar-flow aerodynamics and precision all-carbon-fiber composites to deliver a 61% reduction in fuel burn compared with today's super-midsize aircraft.

Under the agreement, F/LIST, an Austria-based global provider of high-end interiors for commercial aviation, business and private jets as well as residences, will lead the development and production of the aircraft's interior furniture and linings, working closely with Otto during the earliest stages of design.

"Because the Phantom is a clean-sheet aircraft, the interior isn't constrained by legacy layouts or systems," said Olivier Capistran, Principal Engineer - Interiors, Furnishings and Equipment at Otto Aerospace. "Working with F/LIST at this stage allows us to incorporate interior design directly into the aircraft architecture, so the cabin experience reflects the same performance and efficiency the platform is built to deliver."

Rather than following a traditional supplier model, where vendors are brought in after concepts are finalized and the process shifts into a standard RFI/RFP cycle, Otto and F/LIST are defining requirements together from the start. This ensures the interior is fully integrated with the aircraft's structure and systems, giving engineers and designers the opportunity to reduce weight and improve efficiency while delivering a more imaginative, forward-thinking and cohesive cabin experience.

"Collaborating with Otto at this stage gives us the ability to craft bespoke solutions specifically tailored to this next-generation aircraft, allowing our in-house R&D innovation hub, the F/LAB, to explore concepts that will define tomorrow's interiors," said Anita Gradwohl, Group Director Customer Relations & Sales F/LIST. "We are applying our expertise in crafting bio-based materials and integrating bold concepts, while considering the structural and aesthetic requirements of the Phantom 3500, to produce a captivating, future-driven interior."

Binding craftsmanship and technology for over 75 years, F/LIST brings extensive business jet experience to the program. The company's expertise in advanced carbon composite construction and premium cabin creation supports Otto's goal of developing a lightweight interior that is fully aligned with the aircraft's performance architecture.

Central to Otto's cabin experience is its SuperNatural Vision™ (SNV) technology, the world's first ultra-wide digital passenger windows, being developed internally by Otto. SNV will provide passengers with a glare-free, color-enhanced, panoramic view through digital windows that are lighter, quieter, safer, and more energy efficient than anything in the market today.

The Phantom 3500 is currently in development, with first flight targeted for 2027 and entry into service planned for 2030.

### About the F/LIST Group

The F/LIST Group's portfolio comprises luxurious interior solutions for business and private jets, commercial aviation, and exclusive residences. Under the F/YACHTING brand, the group is also active in the yacht segment, while the joint venture HILITECH (together with Hintsteiner Group GmbH) expands its capabilities with innovative lightweight and composite technologies. Headquartered in Thomasberg, Lower Austria, the F/LIST Group employs more than 1,250 people across ten locations in Europe, the Americas, and the Middle East. Passion and reliability define every step – from development and manufacturing to final delivery.

## Scott Drennan Named President and CEO of Otto Aerospace

Board elevates the chief operating officer to lead the company's next chapter of disciplined execution following successful completion of Phantom 3500 preliminary design review.

**FORT WORTH, Texas (May 4, 2026)** — Otto Aerospace today announced a planned leadership transition as the company moves into its next phase of growth. The board of directors has unanimously appointed Scott Drennan, current president and chief operating officer, to serve as president and chief executive officer. Drennan succeeds Paul Touw, who has served as CEO since 2022.

The transition reflects an intentional evolution as the company shifts from vision and formation to focused execution. Touw initiated a renaissance at Otto Aerospace by recognizing the potential in founder Bill Otto, Sr.'s transformative work and having the conviction to build a new category of business jet around it, one based on true laminar flow aerodynamics. He built a best-in-class leadership team and a strong foundation, upon which Drennan will stand to lead the company's execution phase.

"Great companies are built in chapters, and Paul was exactly the leader we needed to guide Otto through its formative years," said Otto Aerospace Board Chair Dennis Muilenburg. "He had the vision to see what this technology could become and the conviction to build a great organization around it. On behalf of the board, we are deeply grateful for his lasting contribution to this company and to the future of aviation. Now, as our company transitions from conceptual design to building and flying aircraft, Scott is exactly the right leader for our next chapter."

"Scott brings the technical depth, operational discipline, and certification experience needed to carry Otto from breakthrough design to a certified, revolutionary production aircraft," Paul Touw said. "We've built something genuinely differentiated, and I can't think of anyone better suited to deliver on its full potential."

Drennan brings deep, proven, respected leadership and a track record of executing complex aerospace programs with rigor and speed. He has the experience to build the Phantom 3500 on Otto's committed timeline, bring it successfully to market, and position Otto Aerospace to capture the full scope of opportunity ahead, including opportunities in defense unmanned aerial systems.

Drennan has been instrumental in shaping the future of aviation at companies like Bell Textron, where he last served as vice president of Innovation and Advanced Concepts and was integral to a dozen commercial and military aircraft certification programs. He also served as chief R&D officer and founding member at Supernal, Hyundai's aerospace division. He is an advisor and board director to several start-ups, guiding teams with a creative and growth mindset.

As COO at Otto Aerospace, Drennan demonstrated high-performance execution. He led the successful completion of the Phantom's Preliminary Design Review (PDR) in February, as well as recent independent test flights of Otto's advanced laminar flow drone, built in collaboration with the Defense Advanced Research Projects Agency (DARPA). These flights demonstrate the real-world application of Otto's laminar flow technology. His mandate as CEO is to build on this foundation, to transform the Phantom 3500 from a visionary concept into a market reality, and to make Otto Aerospace a dominant force in next-generation aviation, including opportunities in defense unmanned aerial systems.

"We have in our hands a technology that the aviation world has dreamed of for years," said Drennan. "The laminar flow technology we have developed is a fundamental rethink of what aviation can be. The Phantom is going to change what the world believes is possible."

Drennan continued: "Our mission now is pure execution. We are focused on building this aircraft on time, without compromising quality, and with the discipline and intensity that a program of this consequence deserves."

"The work that Bill Otto, Sr. began and Paul Touw accelerated with vision and purpose is about to be realized," said Muilenburg. "Otto's applied laminar flow technology, the company's best-in-class talent, and Scott's leadership combine to create something the aviation world has not seen before. We are grateful for where we've come from and energized by where we are going."

# PRESS RELEASE



## Otto Aerospace Advances DARPA Research with Successful Laminar-Flow Aircraft Flight Test

Milestone provides further confirmation of breakthrough laminar-flow aerodynamics through a DARPA research program.

**WHITE SANDS MISSILE RANGE, N.M. (May 6, 2026)** — Otto Aerospace today announced the successful completion of a flight-test campaign for its unmanned drone aircraft designed around its proven laminar-flow technology, which dramatically reduces aerodynamic drag by maintaining smooth, uninterrupted airflow over an aircraft's surfaces. Conducted from Spaceport America in New Mexico's White Sands Missile Range (WSMR) airspace, the campaign validated predicted aerodynamic efficiency of the aircraft's laminar-flow design technology in flight.

The drone was funded in part under a 24-month contract with the Defense Advanced Research Projects Agency (DARPA) and the Operational Energy Capability Improvement Fund (OECIF) to advance research for DARPA's Energy Web Aircraft (EWA) program. Centered around power-beaming and distributed energy web exploration, the EWA program sought to enable laser-based power transfer across long distances by using airborne relays to beam energy to aircraft potentially keeping them aloft indefinitely. The flight-test campaign announced today was an Otto Aerospace-funded development effort, conducted independently and outside the scope of the DARPA and OECIF contract.

Otto's role focused on developing a highly laminar-flow efficient airframe. The program leveraged Otto's aerodynamic expertise to design and flight-test an unmanned vehicle that could inform design parameters for future energy-relay systems or more extremely fuel-efficient, long-endurance platforms.

"This aircraft proved what we've modeled for years, that high-efficiency laminar-flow aerodynamics can deliver extraordinary endurance and performance," said Scott Drennan, president and CEO of Otto Aerospace. "We're proud that Otto's expertise helped advance DARPA's research objectives and equally proud of our team for executing a flawless flight campaign that pushes aerodynamic science forward."

Flight operations were conducted in partnership with Swift Engineering, which managed vehicle preparation and coordinated range and telemetry support. Swift's established presence at Spaceport America and extensive experience with high-altitude UAVs helped Otto carry out multiple sorties over WSMR airspace.

"Swift is proud to partner with Otto on this breakthrough," said Hamed Khalkhali, president of Swift Engineering. "The performance demonstrated in flight confirms the promise of laminar-flow aerodynamics to redefine long-endurance efficiency for unmanned systems across defense and commercial applications."

Conceived under DARPA's EWA effort, the demonstrator serves as a broader validation platform for Otto's laminar-flow research, providing data applicable to future energy-relay UAV concepts as well as Otto's own commercial and defense programs.

"The data collected in this test opens new possibilities for energy-efficient aviation," said Drennan. "From business jets to long-endurance UAVs, we're showing how laminar flow can change what's possible in flight."

# ABOUT OTTO

→ Otto Aerospace is an advanced aerospace company committed to transforming private and regional aviation through innovative aircraft design. With a mission to unlock the physics of laminar flow to radically reduce the energy required for flight, Otto unites engineering and industry expertise with powerful development partnerships. Headquartered in Fort Worth, Texas, Otto is developing the Phantom 3500, a new, clean-sheet design aircraft that establishes and leads a new category in highly efficient, affordable, and sustainable aviation.

This Changes Everything. Learn more at [ottoaerospace.com](https://ottoaerospace.com)

## PHANTOM 3500

SPECIFICATIONS

Maximum Take Off Weight	19,000 pounds
Basic Operating Weight	11,700 pounds
Wingspan	64 feet
Cabin Volume	800 cubic feet
Cabin Height	6'5"
Cabin Length	22 feet
Cabin Width	7'6"
Max Passengers	9
Maximum Range	3,500 NM
NBAA 4 PAX Range	3,200 NM
Cruise Altitude	51,000 feet
Maximum Operating Speed	0.80 Mach
Balanced Field Length	3,450 feet
Engines	Williams FJ44-4
Block Fuel Burn	115 GPH



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## CECIL AIRPORT

JACKSONVILLE, FLORIDA

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# FUTURE IN FLORIDA

—→ Otto is establishing a new headquarters and advanced manufacturing facility at Cecil Airport in Jacksonville, Florida. The site will span up to 100 acres and include an 850,000-square-foot plant dedicated to the final assembly of the aircraft.

Backed by a nearly \$500 million incentive package from the state of Florida, the project reflects a shared commitment to aerospace innovation in Florida. Hundreds of manufacturing and engineering jobs will follow, positioning Jacksonville as a hub for the future of flight.

**OTTO**  
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# PHANTOM 3500

EVOLUTION  
IN FLIGHT

→ Otto Aerospace's Phantom 3500 business jet is 60% more fuel efficient than existing business jets, and when using sustainable aviation fuel, will reduce carbon emissions by 90%.

The Phantom 3500's lightweight, fuel-efficient design reduces the amount of fuel required, which allows for a more spacious cabin without compromising range or performance. Otto's design allows for 50% lower operating costs, further reducing the total cost of ownership.

# GROUNDBREAKING INNOVATION FOR A SMARTER WAY TO FLY

Otto is redefining what's possible in aviation. By pioneering full laminar flow technology, we've created the most aerodynamically efficient aircraft ever designed—delivering super-midsize jet performance at half the operating cost and a fraction of the environmental impact. The Phantom 3500 is a masterpiece of engineering. At Otto, we've set a new standard in private jet flight where performance and sustainability exist in perfect harmony.

• **35%** LESS DRAG

• **50%** LESS FUEL

• **90%** LESS EMISSIONS

## OUR MISSION

At Otto, we envision a future where flight is radically more efficient, dramatically more sustainable, and accessible like never before. By pioneering full laminar flow aircraft, we are not just improving aviation—we are redefining it.



# LAMINAR FLOW



**61%**

More fuel efficient

Reduce carbon  
emissions by up to

**90%**

\*with the use of sustainable  
aviation fuel

**50%**

Lower operating costs

## OTTO'S LAMINAR FLOW BREAKTHROUGH

Because the company has mastered laminar flow technology, Otto will forever change aviation by reaching the global goal of carbon neutrality decades before the industry's goal of 2050.

**Laminar flow** technology doesn't just improve one aspect of aircraft design—it creates self-reinforcing virtuous cycles that drive exponential gains in efficiency, operating cost, manufacturing cost, and sustainability.

The Power of Otto Aerospace's Virtuous Cycles

# EFFICIENCY MANUFACTURING PERFORMANCE

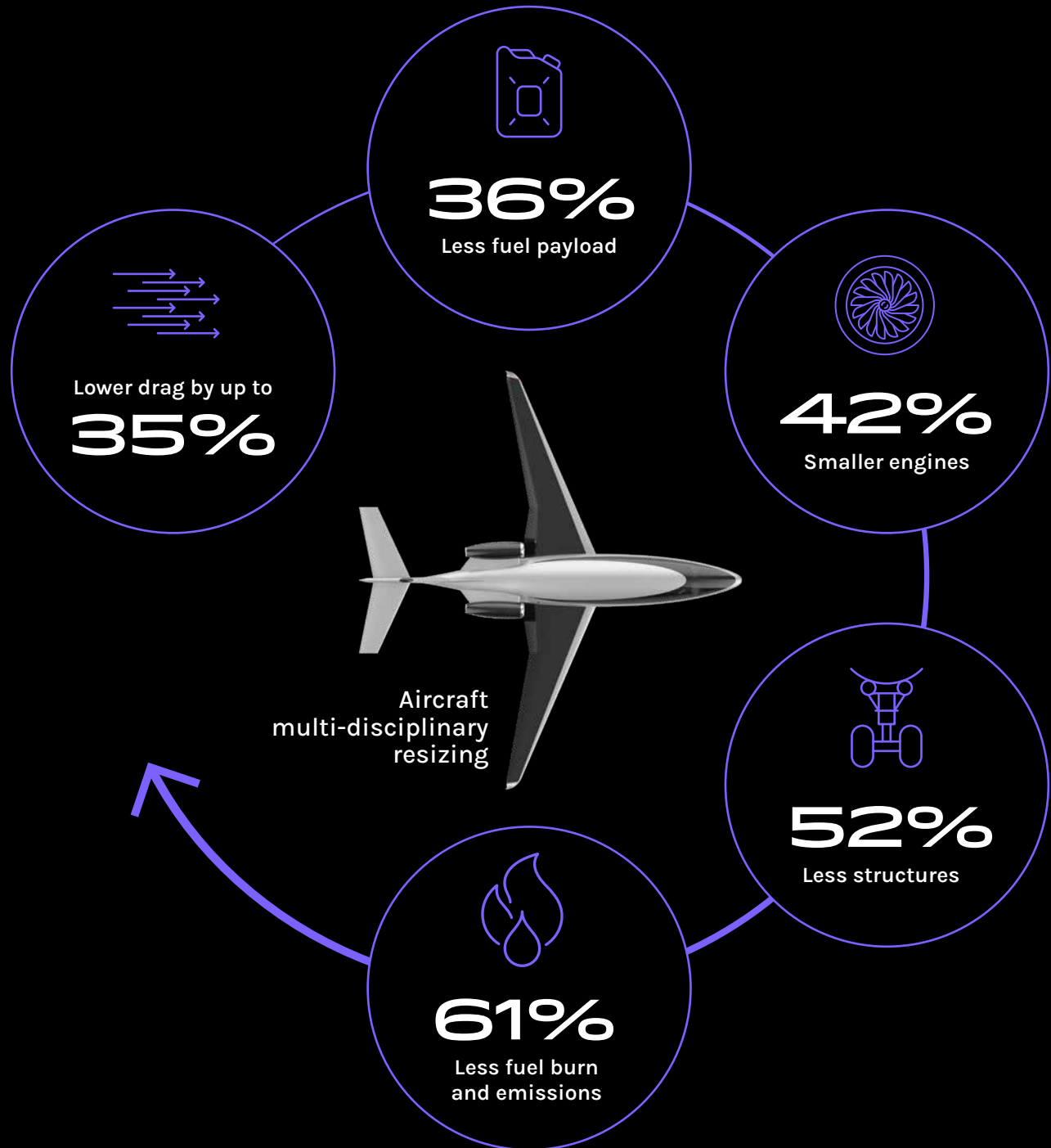
Improved aircraft are just the first step. Otto's laminar flow breakthrough triggers broader shifts that will reshape aviation as we know it. At the core of this transformation are Otto's Virtuous Cycles, each compounding the impact of our laminar flow technology, advanced manufacturing, and scalable production.



These virtuous cycles work together to accelerate efficiency, reduce costs, and redefine the economics of aviation.

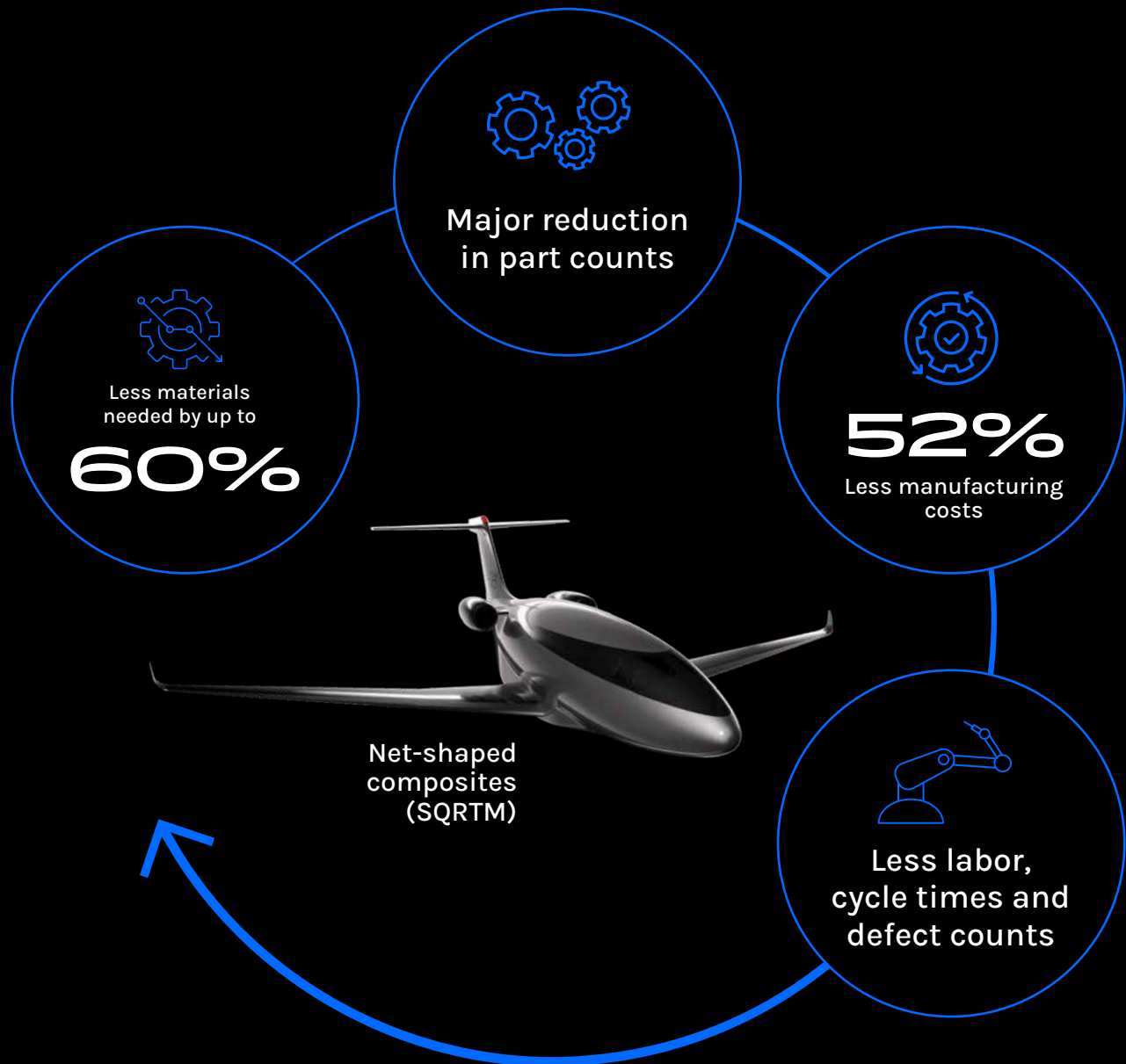
# THE VIRTUOUS CYCLE IN DRAG REDUCTION

Laminar flow reduces aerodynamic drag to levels never achieved in commercial aviation. Unlike traditional designs that suffer from turbulence and inefficiencies, Otto's aircraft maintains smooth airflow, unlocking a powerful cycle of improvement. This continuous cycle means every Otto aircraft operates at peak efficiency, driving down operational costs while setting new industry standards for sustainability and performance.



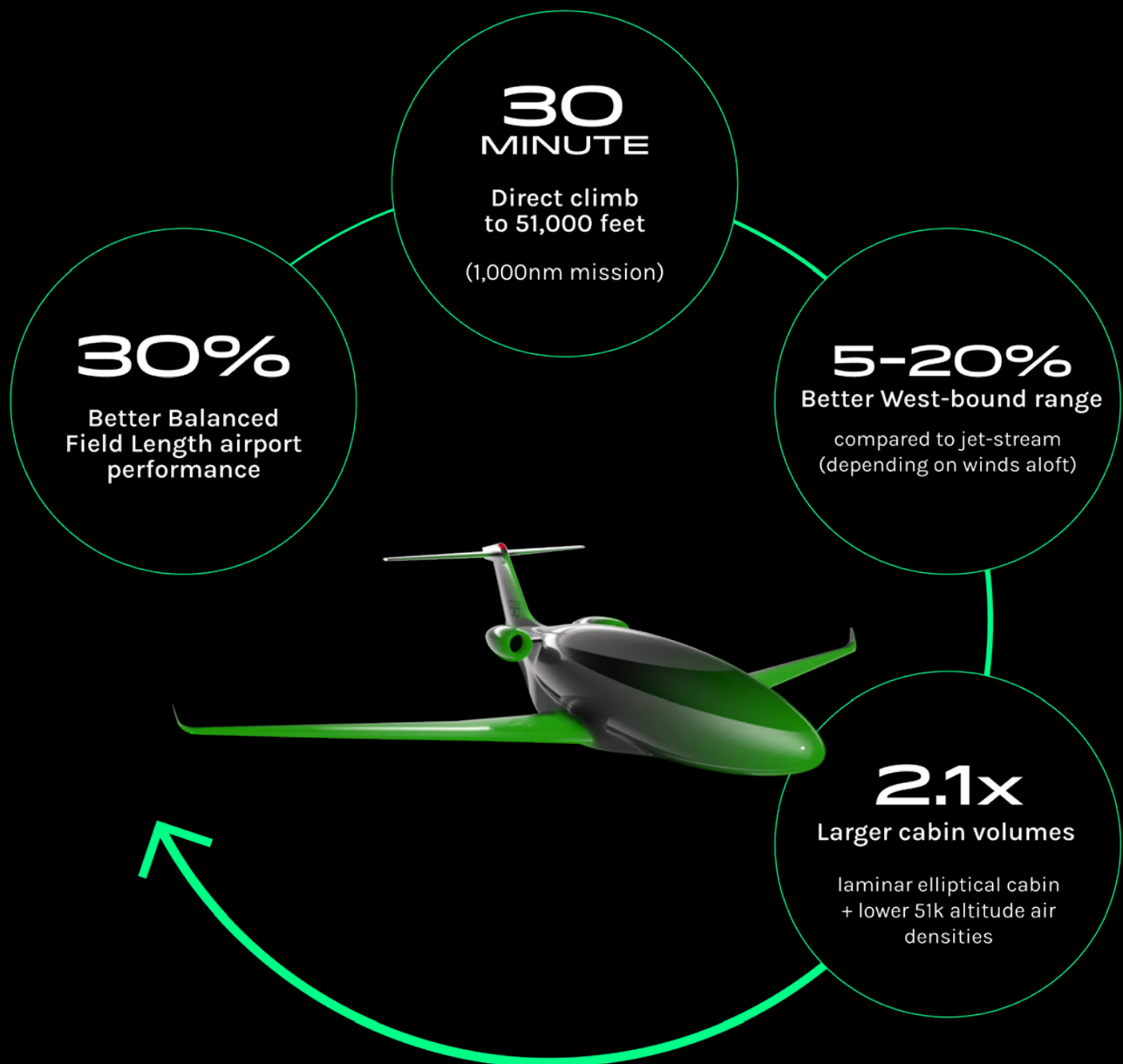
# THE VIRTUOUS CYCLE IN MANUFACTURING

Innovative design leads to innovative manufacturing. Traditional aerospace manufacturing is slow, expensive, and restricted by outdated production methods. Our advanced design philosophy eliminates these bottlenecks, creating a cycle of efficiency in manufacturing. This manufacturing cycle ensures that Otto aircraft can be produced at scale, making high-efficiency flight more accessible to operators worldwide.



# THE VIRTUOUS CYCLE IN PERFORMANCE

At Otto, we didn't settle for increased efficiency. We're redefining what's possible in speed, range, and sustainability. Traditional aircraft design has long been restricted by high drag, high fuel consumption, and rising operational costs. Our full laminar flow technology also unlocks a cycle of performance improvements.





# SUPER NATURAL VISION™

Super Natural Vision™ redefines the passenger experience by replacing traditional windows in the rear cabin with state-of-the-art high-definition digital displays that seamlessly integrate real-time external views. This innovation eliminates the structural and aerodynamic compromises of conventional windows while delivering an immersive, panoramic visual experience. Passengers enjoy stunning, uninterrupted views of the sky and landscape, all while benefiting from the enhanced aerodynamics and efficiency that come with complete laminar flow design. Super Natural Vision transforms the way we experience flight, offering the beauty of the journey like never before.



A NEW  
PASSENGER  
EXPERIENCE

# EXECUTIVE SPOKESPERSON

Decades of aerospace, defense, and engineering expertise to advance the aviation industry to new heights.



**Scott Drennan**

President & Chief  
Operating Officer

Scott Drennan is President and Chief Executive Officer of Otto Aerospace, responsible for the company's overall strategy, operations, and execution as it works to unlock the physics of laminar flow to fundamentally transform the efficiency, sustainability, and economics of flight.

Drennan brings more than 30 years of aerospace and defense experience to the role. He began his career at Bell Helicopter, where he spent nearly three decades in roles of increasing responsibility spanning structures engineering, program management, and executive leadership. As Vice President of Innovation and Advanced Concepts, he was responsible for developing advanced configurations and technologies across Bell's commercial and military portfolio, contributing to programs including the AW609, V-22, MV-75, X-76, and more than a half dozen additional certification programs.

Before joining Otto, he served as Chief R&D Officer and founding member at Supernal, Hyundai Motor Group's aerospace division, where he led urban air mobility research and development. He subsequently founded Drennan Innovation, a consultancy focused on aerospace systems and has served as a board director and advisor to companies including Electric Power Systems, Regent, and Elroy Air.

At Otto Aerospace, Drennan led the successful completion of the Phantom 3500's Preliminary Design Review (PDR) and oversaw independent test flights of the company's laminar flow drone – in collaboration with DARPA – with results that validated Otto's core technology in operational conditions and established a credible path for defense applications.

Drennan served as a Designated Engineering Representative for the FAA from 2009 to 2015 and as a member of the NASA Advisory Council Aeronautics Committee from 2018 to 2020. He holds a Bachelor of Science in Aerospace Engineering from the University of Maryland and a Master of Liberal Arts from Southern Methodist University.

**OTTO**  
A E R O S P A C E

# EVOLUTION IN FLIGHT

Learn more at:

[OTTOAEROSPACE.COM](https://OTTOAEROSPACE.COM)

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