

JUSTIN GOATCHER FRAeS

Zenith Aviation Consulting

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SKILLS PROFILE

- BEng Degree (*Hons*) qualified Aviation Engineering professional
- 42 years experience in the Operations, Airworthiness/Maintenance and Certification sectors
- Fellow of the Royal Aeronautical Society
- Head of Asset Management for blue chip Dublin and Hong Kong based Lessor managing 240 aircraft on lease to airlines worldwide
- Unique involvement in Civil/Military operational projects utilizing ‘civil owned, military registered’ aircraft for a wide range of applications including training, strategic transport, surveillance and special purpose fixed wing and rotor craft
- Program Director for significant Military Aircraft maintenance and Airworthiness cost reduction program and RAF Brize Norton across all operational platforms and supplier bases
- 10 years as Founding MD/CEO of a group of SME airworthiness and certification consultancies including a UAE based JV CAMO business managing VIP aircraft
- 9 years with UK CAA/JAA and EASA as a Senior Regulator with wide ranging experience in Safety Management and Aircraft Certification activities
- 12 years’ experience in working with Civil Aviation Authorities providing expert services in restructuring, standalone setup, efficiency and business improvement
- Wide ranging exposure to Aircraft Certification and Maintenance including design, initial/continuing type certification, CAMO and Part 145 Maintenance
- Multiple airline start-up projects including LCC, Regional and Cargo airlines in the EU and Middle East. Responsible for establishing all aspects of maintenance including PBH support and engineering arrangements for LM and BM
- Intimate knowledge and working level awareness of UK National and EU wide regulatory environment in both Civil and Military sectors (*MAA, EASA, FAA and EMAR*)
- Significant commercial/contract and budget management skills acquired in a variety of service driven environments delivering shareholder value and return
- EASA Part 66 B1/C license holder with Airbus, Fokker and Boeing ratings
- 18 years’ experience as Aviation Expert Witness in multiple cases including Court attendance to deliver expert evidence

EMPLOYMENT HISTORY

Zenith Aviation Consulting - CEO and Managing Consultant

June 2020 to date

- Providing professional services to the Aerospace Market in the operational and engineering sectors
- Expert Witness services in the Airworthiness and Maintenance sectors, assisting a number of clients and law firms with cases ranging from UK CAA/EASA certification advise, aircraft and engine lease disputes, maintenance and design/production issues and manufacturer warranty claims
- Regulatory approvals support for both civil and military MRO businesses at both initial and ongoing phases including EASA/UK CAA/FAA/BURMUDA/CAYMAN AND GCAA.
- Airline start-up support in the operational, engineering and business planning sectors from clean sheet through to AOC grant and start of commercial operations
- Business re-engineering and restructuring in all areas of airline, manufacturing, military support and airworthiness/design services

- Due diligence and organizational reviews for investors, purchasers and targeted mergers
- Engine management services including shop visit management, on wing management, rotatable and LLP parts provisioning and cost reduction programs as well as lease return management
- Contract and service agreement support from both an Airline/Military operator perspective including PBH and variations
- End of lease support with provisioning for the return process and maintenance packages required

ICF Aviation Consulting – Principal Asset Management (Part Time)

June 2020 to date

- Part time role with key responsibility to develop and mature the ICF Asset Management offering
- Responsible for a number of lessor and airline Asset Management contracts including EU and Central Asia based operators and aircraft lessees
- Bid management and internal advisory on large consulting contracts for airline/MRO and lease management requirements
- MRO advisory contracts ranging from restructuring and cost management, COVID related Business Recovery and planning for post pandemic, growth and capability increases through to buy side DD and value analysis
- Responsible for Expert Witness and Technical Legal support practice working with a portfolio of law firms
- Technical advisory to a number of airlines and airline shareholders on fleet disposal and lease re-negotiations
- Overall responsibility for client aircraft re-marketing and/or fleet re-distribution including P2F conversions

Head of Asset Management for CDB Aviation Leasing

May 2017 to June 2020

- Head of Asset Management for **CDB Aviation Leasing DAC** based in Dublin and Hong Kong
 - Reporting to the Chief Technical Officer, responsible for a team of 12 staff managing the global CDB fleet from both Dublin and Hong Kong head offices
 - Responsible for the Technical Asset Management of 240 aircraft in service and an order book of a further 200 aircraft
 - Operating department budget of over 50M USD per year and an Asset NBV of over 2 billion USD
 - Nominated Deputy CTO when required
 - Technical lead on all lease and LOI activities including delivery and re-delivery conditions, maintenance event costing and OEM PBH arrangements (RR, P+W and CFM)
 - Company lead for all Trading Technical functions including buy/sell side DD and technical aspects. Responsible for pricing and ‘fly forward’ investment committee functions.
 - Day to day department oversight for all aircraft midterm inspections, maintenance reserve claims, maintenance cost analysis, engine shop visit management and maintenance reserve rate setting
 - Project lead for the rehabilitation of the CDB Leasepoint system and the implementation of a Flydocs technical records platform
 - Project management for several high value tenders including lease reviews, tech records management, Engine shop visit management and midterm inspections
 - Represent the company at industry forums and working groups focusing on Technical Asset Management
 - Technical lead for Boeing Max8 groundings, including CDB AOG aircraft and order book aircraft

SalamAir LCC Airline in Muscat Oman

April 2016 to April 2017

- Interim Chief Operations Officer (Post Holder) for Oman based LCC start up airline **SalamAir**
 - Responsible for all Operational areas including Maintenance, Flight Ops, Ground Ops, Cabin Crew and Security
 - Nominated Deputy to CEO and focal for all Safety and AOC matters
 - Budget of 20m USD covering all maintenance, ground handling, fixed costs, variable costs, aircraft lease and insurances
 - Recruited 125 staff including engineers, pilots, cabin crew, quality, IOCC and Ground Ops
 - Managed over 20 procurement projects including multiple destination handling contracts, aircraft spares support, engine total care contracts, line and base maintenance, 3 IT packages for operations control, PSS and maintenance control, flight crew and cabin crew training
 - Managed and executed the aircraft selection and leasing project for the initial 3 x A320 aircraft including all type analysis and selection according to network and expected capacity requirements, typical mission profiles as well as support services available in the region
 - From inception to start of commercial services, I was responsible for the entire Civil Aviation Authority liaison process and obtention of all required operating approvals

Zenith Aviation Consulting - CEO and Managing Consultant

2015 to 2016

- Providing professional services to the Aerospace Market, the operational and engineering sectors
- Working with CAAs to support their separation from Governmental departments and establish standalone working processes
- Regulatory approvals support for both civil and military MRO businesses at both initial and ongoing phases including EASA/UK CAA/FAA/BURMUDA/CAYMAN AND GCAA.
- Airline start-up support in the operational, engineering and business planning sectors from clean sheet through to AOC grant and start of commercial operations
- Lead Engineering consultant for KPMG on Program Gateway at RAF Brize Norton responsible for scoping and selecting all engineering-based re-engineering initiatives and cost reduction projects
- Expert Witness services in the Airworthiness and Maintenance sectors
- Business re-engineering and restructuring in all areas of airline, manufacturing, military support and airworthiness/design services
- Due diligence and organizational reviews for investors, purchasers and targeted mergers
- Engine management services including shop visit management, on wing management, rotatable and LLP parts provisioning and cost reduction programs as well as lease return management
- Contract and service agreement support from both an Airline/Military operator perspective including PBH and variations
- End of lease support with provisioning for the return process and maintenance packages required
- Process and workflow analysis and improvement, utilising LEAN and best industry practice

Senior Vice President Technical

Nyras Capital LLP Ltd, United Kingdom

2014 to 2015

- Specializing in high end consultancy services to the Aviation Industry
- MRO/Manufacturer interface relationship management to effect timely startup operations
- Instrumental in 2 EU LCC airline engineering and maintenance cost reviews culminating in the letting of long term support contracts that reduced costs by over 30% in real terms and in relation to the maintenance element of the DOC's
- Maintenance and Engineering Business planning for a number of start-up airlines in the LCC, Regional and Long-Haul market sectors

- Management of ‘clean sheet’ MRO start up project for A400M service readiness and MAA/EASA approval compliance (FLYBE standalone MRO organisation)
- Expert Witness services in the Airworthiness and Maintenance sectors
- Due diligence and organizational reviews in relation to Mergers and Acquisitions in the commercial airline, Corporate VIP, MRO and ground support equipment market sectors
- Airline/MRO/CAMO/Regulator business reviews to seek out efficiency gains and cost savings in the £10-50m bracket

Group MD/CEO

AVISA and aeroDAC Ltd, United Kingdom

2004 to 2014

- As founding Director and Owner of AVISA (*latterly to include aeroDAC*) responsible for a combined team of 40 staff involved in EASA Part M CAMO, UAE GCAA CAR M, Part 21 DOA and POA approved activities.
- Held the ‘Accountable Manager’ regulatory position for all regulatory approvals and a budget in excess of £4m per year.
- As Group MD of the AVISA companies, was intimately involved in the direction and completion management of major projects with airlines, Corporate VIP operators and MRO’s as well as regulatory bodies and lessors.
- I was intimately involved in 4 start-up airlines including Flydubai, ACG Germany, Enex Aviation in Geneva, Blue Island.com in UK and a new LCC project in the UK on the back of BMi Baby. I was responsible for all out sourced supplier contracts, maintenance contracts, PBH spares and engine support as well as Base and Line maintenance to ensure an optimised solution was found.
- Held the pivotal role to the strategic direction of the business, the leadership of its staff and the quality of the brand that became known for its innovation and excellent client relationships.
- Within the AVISA group, was jointly responsible for the founding and development of our UAE based Joint Venture Company. AVISA Gulf was established to service the GCC region in a similar way to that of AVISA UK but with an emphasis on CAMO services for the Corporate/VIP sector.
- Responsible for a team made up of design/certification/airworthiness/safety and maintenance experts and consultants.
- A founding member and project lead for the RAF UOR ‘Shadow’ project, delivering a fleet of aircraft into a unique COMR/MRCOA support arrangement. I worked in close co-ordination with the IPT and TAA responsible for the preservice introduction Part 21 modifications and pseudo CAA Certificate of Airworthiness issuance.
- Project lead for a variety of projects including significant aircraft modifications, key CAMO clients, MOD support contracts, international CAA support contracts and MRO restructuring.
- Expert Witness for a number of cases including a VIP hull loss, several lease disputes, design faults, maintenance integrity and certification deficiencies.
- The establishment of niche training and mentoring services for airworthiness authorities, design orgs, MRO’s, airworthiness and maintenance engineers (*Over 1000 students a year now attend such courses on a global basis*).

Senior Airworthiness Certification Surveyor

UK Civil Aviation Authority/JAA/EASA, UK/Netherlands/Brussels

1995 to 2004

- Responsible for primary certification projects and airworthiness investigations including Airbus/Boeing/Embraer and Fokker products.
- Other responsibilities included AAIB liaison on high profile accidents/incidents, the development of both national and EU based policies and regulation changes as well managing industry steering groups.

- National focal point for Military/CAA liaison activities including CAA contracted oversight services, military in service difficulty meetings, platform airworthiness support for the RN AS365 'ship to shore' fleet and IPT development.
- NDT Focal point for Regional Office network of surveyors and technical experts.
- This role included liaising with NDT training schools and centers of excellence to further the aims of the NDT regulatory framework for Civil Aviation in the UK.
- Type Liaison Engineer for the Airbus A320/A330 and A340 aircraft on the UK register. Responsible for all initial and ongoing type certification of UK registered aircraft as well as in service difficulties reported to the OEM and deemed important to the integrity of the UK fleet in question.
- Regional Airworthiness Surveyor with key oversight responsibility for a number of airlines, MRO's, production companies, ex-military operators, air ambulances, helicopters and GA aircraft MROs.
- Detailed tasks included aircraft surveys, investigation and approval of modifications, audits of airlines and MRO's, type certification and aircraft importation duties, issuance and renewal of Certificates of Airworthiness, examination of prospective licensed engineers and approval of regulatory manuals and expositions.

Station Maintenance Manager

Air 2000 Airlines (latterly First Choice airlines), UK – Bristol and Manchester

1990 to 1995

- Responsible for a team of 12 engineers and a budget of £1.5m per year.
- Based aircraft were A320/A321, B757, B737, BAe 146 and Embraer 145.
- Primary focal point for all southern region third party maintenance contracts as well as company line stations, the accomplishment of routine and non-routine maintenance up to A checks, modification programs, defect investigation, troubleshooting and system upgrades.
- Liaison Engineer responsible for all AIRBUS A320 deliveries, development programs, manufacturer feedback and liaison, engine leases and reliability reporting.
- Licensed Line Engineer performing routine checks and inspections as well as supervising technicians in all manner of maintenance accomplishment.

Senior Licensed Engineer

Air Europe Airlines, UK - Gatwick

1988 to 1990

- Responsible for B737/757, F100 and SD360 aircraft line maintenance.
- Accomplishment of a wide-ranging array of maintenance tasks and modifications as well as fleet engineering, defect monitoring and new aircraft deliveries. Instrumental in the fleet introduction program for the F100 aircraft including production line liaison and UK CAA certification of this new type to the UK register.
- Liaison Engineer responsible for B737 and F100 maintenance performed with third party maintenance providers.
- Establishment and project management of the B757 ETOPS program, being one of the first airlines to operate this type on ETOPS routes to the Middle East, Florida and The Maldives.

Licensed Engineer

Dan Air Ltd, UK – Gatwick and Lasham

1979 to 1988

- Responsible for B737/727, BAC1-11, B707, HS 748 and VC10 Hangar maintenance.
- Accomplished a wide-ranging array of maintenance and modification tasks as well as fleet engineering, defect monitoring and structural inspection programs.
- Instrumental in the repair of a fleet of hail damaged customer aircraft as well as the long running JT8D engine modification program after the BA B737 accident.

- Apprentice Airframe and Engine engineer, completing a 4 year training program with an HND included.

QUALIFICATIONS

- BEng (Hons) in Aerospace Design Engineering
- EASA, UAE GCAA and UK CAA Form 4 Accountable manager
- Fellow of the Royal Aeronautical Society
- EASA Part 66 B1 and C Licensed Engineer with ratings on B737/757/727/767, A320/319/318/321, MD83/87, F100, BAC1-11 and HS748
- JAR FCL PPL license rated on single engine non-complex
- Airbus and Boeing qualified MRB engineer
- IRCA Auditor
- Full UK Military SC clearance
- Expert Witness trained (Bond Solon, London)
- Member British Association of Aviation Consultants

HOBBIES

Cycling, Classic Cars, Rugby Union, and membership support to the Royal Aeronautical Society (RAeS).