

December 4th, 2019

To Whom it May Concern:

This is a general letter of recommendation for Mr. Christopher Matthew Cavanaugh.

I have known Mr. Cavanaugh personally for several years, and professionally for approximately two years, during which time he has provided valuable advice to my company, TimeLike Systems ([www.timelikesystems.com](http://www.timelikesystems.com)), in the areas of business strategy, software development, productization, and marketing. By way of introduction, my name is Steve Coy, and I founded TimeLike Systems in 2011 to focus on the further development and commercialization of an innovative software technology designed to support general purpose modeling and simulation and model-based engineering. Prior to founding TimeLike Systems I was for many years the co-founder, Vice President, and Principal Scientist of MZA Associates ([www.mza.com](http://www.mza.com)), a small company in Albuquerque, New Mexico specializing in modeling, simulation, analysis, and design for laser weapons systems and related experiments. During my tenure at MZA the company was named to the “New Mexico Flying Forty”, a list of the fastest growing technology companies in New Mexico, for twelve consecutive years.

I have found Matt to be exceptionally knowledgeable, intelligent, clear-thinking, and focused, and he has excellent communication skills, both verbal and written. In his work for us, it was necessary for him to gain a deep understanding of an exceptionally complex and powerful software framework, so that he could advise us on our go-to-market strategy, and he was able to accomplish that challenging task with remarkable rapidity. His experience as a full-stack software developer and as a business-to-business technical solution architect have also proven invaluable to us.

I am pleased to have this opportunity to recommend Matt to you in whatever capacity you may need him. Also, I would be happy to answer any other questions you may have.

Sincerely,

Steve Coy  
TimeLike Systems, Inc.