To Whom it May Concern,

It is my pleasure to provide this letter of recommendation for Marco Musto.

I was Marco's manager at Ansys between July 2019 and February 2020 while he worked as Senior Application Engineer.

Marco is a brilliant engineer whose knowledge and skills have been clearly put to amazing use during the multiple consulting projects he undertook, and he consistently exceeded expectations. On a personal level, Marco demonstrated diplomacy and excellent communication skills, both qualities that served him well in his role as consulting engineer.

Marco is very knowledgeable in the field of simulation, structural mechanics, material science, as well as electronics reliability and fabricated structures, among many others. He also comprehends subtle details of engineering products, manufacturing and industrial necessities.

At Ansys, he worked on multiple challenging consulting projects in parallel for diverse customers and delivered high quality work, on time, which he received great feedback for, both from his peers as well as customers and other relevant stakeholders.

Marco successfully achieved the goals which were set and exceeded expectations in all regards. It led to customer satisfaction and revenue growth for the company.

Marco worked in total independency and took full ownership of all projects which he performed in a well-organized fashion. I was especially impressed with his ability to convince customers to follow the directions he would recommend, based on skilled and fact-driven argumentation, as well as resolve conflicts using diplomacy.

In closing, I regret Marco's decision to leave Ansys, yet I would like to restate my strong support for him. I am confident that he will surpass expectations in his future role. Marco is committed, self-confident, proactively helpful, and smart, and I know he will continue to find success. Please feel free to contact me at lois.levy@ansys.com with any other questions.

Sincerely,

Loïs Lévy

Engineering Team Manager, Structural Mechanics

EMEA Field Engineering and Services – Ansys Customer Excellence

Ansys Germany GmbH

element

Element Materials Technology
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Hertfordshire
SG4 0TW UK

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Bank HSBC
Acct 44462335
Sort Code 40-38-04
V.A.T. No 174376290
Company Reg. No. 08149114

Marco Musto – Reference Letter

I knew Marco well between March 2015 and February 2017 as his manager and co-worker at Element Materials Technology, Hitchin, UK, as well as socially and for several years before that when he worked at Dunlop Oil and Marine.

In the work environment Marco always came across, both to fellow colleagues and clients, as very enthusiastic and knowledgeable about his work and science and engineering in general, and how it can help clients solve their problems. This commitment was particularly useful when embarking on projects involving new topics or subject matter where his ability to investigate and understand unfamiliar materials and technologies paid dividends. His ability to convince colleagues and clients about technical matters and steadfast conviction was rewarded with client trust and repeat business. Marco's trustfulness and thoroughness resulted in him representing the company on several occasions as an independent witness.

Marco worked well on his own being capable of sorting out what needed to be done with minimal intervention be it technical lab work, administration or reporting. He was also more than capable of team work and managing a team; he managed one of our larger multi-discipline, multi-client projects successfully ensuring that the technical matters and paperwork were on track, correct and organised.

When interacting with employees, Marco was willing to learn quickly from others and take on new roles or areas of business and used his enthusiasm and commitment to influence colleagues.

In summary, I believe Marco is technically very knowledgeable and pro-active in the work environment and capable of using these attributes to the benefit of his colleagues, and for these reasons was a great loss to us when he left Element.

Yours sincerely,

G J Morgan FIMMM, CEng, CSci

Continental CONTITECH

Fluid Technology

To Whom It May Concern

DUNLOP OIL & MARINE

6 October 2014

Dear Sir/madam

I would like to confirm that Dr Marco Musto was a Dunlop Oil & Marine Ltd employee from 2006 to 2014. At the time of leaving the Company in 2014 Marco was employed as a Product Design Engineer.

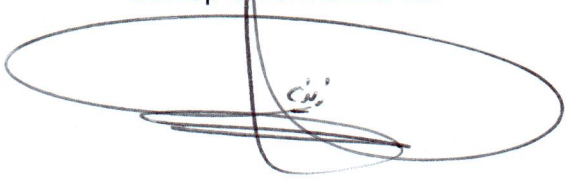
Marco is an exceptionally talented, loyal and hardworking individual. During his time with Dunlop he pioneered and advanced the Company's understanding of rubber fatigue methodology which subsequently resulted in the development of a range of design tools allowing the Company to take on a leading position in the market.

Marco represented the Company in front of clients extremely professionally by his deep understanding of his subjects and polite communication skills.

While managing his daily tasks Marco also successfully completed a PHD research program, which is a clear evidence of his hardworking, disciplined and focused characteristics.

I have no hesitation in recommending Marco to any organisation and I am certain he will be a great asset.

Yours faithfully
for and on behalf of
Dunlop Oil & Marine Ltd



A R K Zandiyeh
General Manager

Dunlop Oil & Marine Ltd.
Moody Lane
Pyewipe
Grimsby
DN31 2SY
England

ph: +44 1472 359281
fax: +44 1472 362948
dunlop.sales@dunoil.com
www.dunlop-oil-marine.co.uk

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Moody Lane
Pyewipe
Grimsby
DN31 2SY
Registered in England No: 3471656
VAT No: 746174715

Executive Board:
Mr. Mike Sloan
Dr. A.R. Kambiez Zandiyeh

Dr. Giulio Alfano PhD, CEng, MIMechE – Senior Lecturer
Brunel University, Uxbridge, Middlesex, UB8 3PH, UK
Tel +44 (0)1895 267062 Fax +44 (0)1895 256392
e-mail: giulio.alfano@brunel.ac.uk

Brunel University London

College of Engineering, Design and Physical Sciences
Dept. of Mechanical, Aerospace and Civil Engineering

Uxbridge, 4 October 2014

Subject: reference letter for Dr Marco Musto.

To whom it may concern,

I have known Dr Marco Musto since November 2009 when he was working as a design engineer at Dunlop Oil & Marine, for which I provided some consultancy service. Since our first interaction I have been really impressed by Marco's engineering competence, his ability to relate the technical aspects to the underlying physics of a problem and to explain how engineering procedures and equations used are derived from mathematical models, with in-depth understanding of assumptions and ranges of validity, particularly in the areas of visco-elasticity, hyper-elasticity and more generally solid and structural mechanics.

During his work as an engineer at Dunlop Oil & Marine he clearly gained first-class experience, knowledge and understanding of the technical details of how all the most widely used types of rubber and reinforced rubber are made from their primary components, how different compositions affect the material performance, how they are tested under monotonic and cyclic loading and how input material properties for analytical and numerical models can be determined from test results. Over the time I realised that he gained such level of competence not only from his day-to-day design and verification activities, but also thanks to his involvement in important research projects in collaborations with academic institutions and highly qualified laboratories specialised in material testing.

Thanks to the scientific collaboration that followed with his company the opportunity came for offering a PhD studentship co-funded by Dunlop Oil & Marine itself and EPSRC and, when Marco applied for the position, not surprisingly he turned up to be by far the most qualified applicant. During the following four years he indeed demonstrated outstanding research skills, attitude and performance. We published one article, already cited twice within one year of its publication, and we submitted a second article last August to a very prestigious journal of computational mechanics. In both articles we present novel cohesive-zone models capable to capture the rate-dependence of crack propagation along rubber or rubber-like interfaces. In the second paper we exploit the powerful predictive ability of fractional-calculus-based viscoelasticity, applying it to a case of fracture for the first time, and obtained remarkable agreement between experimental and numerical results over a range of applied speed of almost five logarithmic decades. I believe these articles, and in particular the second one, will have significant impact not only on the scientific community but also on the industry. The work presented in these articles would not have been possible without Marco's outstanding contribution. The novelty in his PhD thesis, that he brilliantly defended in January of this year, is not limited to the models presented in these two articles but also includes some very original work on the modelling of fibrillation

on a rubber interface undergoing progressive damage and failure and its effect on the relation between fracture energy and crack speed, which may become not monotonic.

Summarising, during his PhD Marco acquired in-depth knowledge and understanding of in many areas including, in particular, cohesive-zone models, fracture mechanics, theory of thermodynamics with internal variables and variational theory of fracture and how models derived within these theories are implemented numerically within a nonlinear finite-element code.

During all these years I worked in collaboration with Marco he also demonstrated to be a very polite, well-mannered and hard-working person who was able to establish excellent relationships with both myself and the other PhD students or academic staff, whereby it has been a pleasure for me to supervise him.

In conclusion, I can confidently state that Dr Musto has very deep knowledge and understanding of theory, an excellent ability to implement that in analytical and numerical models and the experience of many years in the industry as an advanced-design engineer. It is extremely rare to find such combination in one single engineer and researcher of his age whereby I have no doubts in recommending him as a really outstanding candidate for a highly qualified position in the area of industrial research and development.

Yours Faithfully,
Dr Giulio Alfano

REPUBBLICA ITALIANA

UNIVERSITÀ DI PISA

NOI MAGNIFICO RETTORE

Prof. Marco Pasquali

VISTO LO STATUTO E IL REGOLAMENTO DIDATTICO DI ATENEO
VISTI GLI STUDI COMPIUTI
VISTO IL RISULTATO DELLA PROVA FINALE SUPERATA IL 10 OTTOBRE 2005
IN NOME DELLA LEGGE CONFERIAMO
A

Marco Musto

NATO A UDINE (UD) IL 25 MAGGIO 1977

LA LAUREA E LA QUALIFICA ACCADEMICA DI DOTTORE IN

INGEGNERIA AEROSPAZIALE

(CLASSE DELLE LAUREE IN INGEGNERIA INDUSTRIALE)

IL PRESENTE DIPLOMA VIENE RILASCIATO
A TUTTI GLI EFFETTI DI LEGGE.
DIPLOMA N. 198893

PISA, 17 OTTOBRE 2005

IL RETTORE
Mario Pasquali

MATT CARN
HR MANAGER
DUNLOP OIL & MA

THIS IS A TRUE AN

FAIR COPY OF THE ORIGINAL

7/4/09

UNIVERSITÀ DI PISA

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Certificato N.2005351720

Matricola 223313

Il Dottore MUSTO MARCO
nato a UDINE (UD) il 25/05/1977,
immatricolato il 05/02/1999 (1998/1999) al Corso di Laurea in INGEGNERIA AEROSPAZIALE
ha sostenuto i seguenti esami:

02/05/2002	Crediti riconosciuti per stralcio		<116>	V
Attività originarie:				
	ANALISI MATEMATICA I	30/30		
	ANALISI MATEMATICA II	30/30	E LODE	
	CHIMICA	30/30		
	GEOMETRIA	28/30		
	MECCANICA RAZIONALE	30/30	E LODE	
	DISEGNO TECNICO AEROSPAZIALE	18/30		
	SCIENZA E TECN.MATER. AERONAUT.AEROSPAZ.	28/30		
	FISICA GENERALE I	30/30		
	FISICA GENERALE II	30/30		
	COLLOQUIO LINGUA INGLESE	Approvato		
09/06/1999	FLUIDODINAMICA	19/30		
05/06/2001	FISICA TECNICA	26/30		
21/02/2003	IMPIANTI AERONAUTICI	25/30		<12>
17/07/2003	TECNOLOGIA DELLE COSTRUZIONI AERONAUTICHE II	26/30		<11>
17/11/2003	MECCANICA DEL VOLO	18/30		<11>
11/02/2004	STORIA DELLA FILOSOFIA MORALE	30/30		<10>
13/09/2004	SCIENZA DELLE COSTRUZIONI I	24/30		<6>
25/02/2005	SCIENZA DELLE COSTRUZIONI II	23/30		<6>
07/04/2005	FILOLOGIA SLAVA	28/30		<10>
10/10/2005	PROVA FINALE	Ottimo		<6>

****

ha superato l'esame di
Laurea in INGEGNERIA AEROSPAZIALE,
appartenente alla Classe delle lauree in ingegneria industriale (10),
della durata normale di TRE anni,
il 10/10/2005 con punti CENTOOTTO SU CENTODIECI (108/110).

Il relativo diploma è in fase di compilazione.

Al fine del conseguimento del titolo accademico, lo studente ha maturato un totale di 180 più 8 crediti in esubero.

MATT CARN - HR MANAGER
DUNLOP OIL & MARINE

Pisa, 27 luglio 2006

Il responsabile dell'ufficio "Studenti"
Dott. Massimiliano TRAMATI

Certificato emesso a norma dell'art. 3 comma 2 del Decreto Legislativo 12 febbraio 1993, n. 39

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Legenda esami:

Tipo esame	Stato esame
C: complementare	V: convalidato
L: libero	E: erasmus/socrates
P: in più	K: convalidato previa integrazione

Tra parentesi tonde le annualità, se diverse da 1, tra le acute i crediti.

7/4/09

Certificate number N.2005351721

Student number 223313

The Dottore MUSTO MARCO
Born in UDINE (UD) the 25/05/1977
Enrolled on the 05/02/1999 (1998/1999) at the AEROSPACE ENGINEERING Degree Course
Has passed the following exams

02/05/2002 Credits acknowledged by confirmation <116>
Original activities

	MATHEMATICAL CALCULUS 1	30/30	
	MATHEMATICAL CALCULUS 2	30/30	STARRED
	CHEMISTRY	30/30	
	GEOMETRY	28/30	
	CLASSIC MECHANICS	30/30	STARRED
	AEROSPACE TECHNICAL DRAWING	18/30	
	AERONAUTICAL MATERIALS SCIENCE AND TECHNOLOGY	28/30	
	GENERAL PHYSICS	30/30	
	GENERAL PHYSICS	30/30	
	ENGLISH LANGUAGE	Approved	
09/06/1999	FLUIDDYNAMICS	19/30	
05/06/2001	TECHNICAL PHYSICS	26/30	

21/02/2003	AERONAUTICAL SYSTEMS	25/30	<12>
17/07/2003	AERONAUTICAL CONSTRUCTIONS TECHNOLOGY 2	26/30	<11>
17/11/2003	FLIGHT MECHANICS	18/30	<11>
11/02/2004	HISTORY OF MORAL PHILOSOPHY	30/30	<10>
13/09/2004	SCIENCE OF CONSTRUCTION 1	24/30	<6>
25/02/2005	SCIENCE OF CONSTRUCTION 2	23/30	<6>
07/04/2005	SLAV PHILOLOGY	28/30	<10>
10/10/2005	FINAL EXAMINATION	Excellent	<6>

****

has passed the examination for the

Degree in AEROSPACE ENGINEERING,
Belonging to the Class of degrees in Industrial Engineering (10),
of THREE years normal duration,
the 10/10/2005 obtaining points ONEHUNDREDANDEIGHT OUT OF ONEHUNDREDANDTEN (108/110)

The relative diploma is still being drawn up

In order to obtain the academic title the student has achieved 180 total credits plus 8 not mandatory

Student's office manager

Dott. Massimiliano Tramati

Certificate released in accordance with art. 3 part 2 of the Italian Government's Law 12th February 1993, n. 39

Legend exams

Exam type	Exam status
C: complementary	V: validated
L: free	E: erasmus/socrates
P: redundant	K: validated by integration

In round brackets exam duration, if different from one year, in sharp credits

ENGLISH TRANSLATION

7/4/09

UNIVERSITÀ DI PISA

Certificato N.2005351721

Matricola 223313

Il Dottore MUSTO MARCO
nato a UDINE (UD) il 25/05/1977,
immatricolato il 05/02/1999 (1998/1999) al Corso di Laurea in INGEGNERIA AEROSPAZIALE

ha superato l'esame di
Laurea in INGEGNERIA AEROSPAZIALE,
appartenente alla Classe delle lauree in ingegneria industriale (10) ,
della durata normale di TRE anni,
il 10/10/2005 con punti CENTOOTTO SU CENTODIECI (108/110) .

Il relativo diploma è in fase di compilazione.

Pisa, 27 luglio 2006

Il responsabile dell'ufficio "Studenti"
Dott. Massimiliano TRAMATI

Certificato emesso a norma dell'art. 3 comma 2 del Decreto Legislativo 12 febbraio 1993, n. 39

MATT CARN
HR MANAGER
DUNLOP OIL & MARINE
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AND FAIR COPY OF
THE ORIGINAL
7/2/09

Certificate number N.2005351721

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Born in UDINE (UD) on the 25/05/1977
Enrolled on the 05/02/1999 (1998/1999) at the AEROSPACE ENGINEERING Degree Course

has passed the examination for the

Degree in AEROSPACE ENGINEERING,
Belonging to the Class of degrees in Industrial Engineering (10),
of THREE years normal duration,
on the 10/10/2005 obtaining points ONEHUNDREDANDEIGHT OUT OF ONEHUNDREDANDTEN(108/110)

The relative diploma is still being drawn up

Pisa, 27th July 2006

Student's office manager

Dott. Massimiliano Tramati

Certificate released in accordance with art. 3 part 2 of the Italian Government's Law 12th February 1993, n. 39

ENGLISH TRANSLATION

7/2/07

University of Strathclyde
Business School

9 December 2008

Mr Marco Musto
Product Design Engineer
Dunlop Oil & Marine Ltd
Moody Lane
Pyewipe
Grimsby
North East Lincolnshire DN31 2SY

Dear Marco

This is to inform you officially that you have now completed all of the modules leading to award of the Postgraduate Certificate in Operational Research. A transcript of your marks is enclosed. We shall be forwarding your name to Registry and they will send you official notification in due course.

On behalf of the department, I should like to congratulate you on successful completion of the course, and wish you the best of the luck for the future.

I hope you enjoyed your time on the course and we would welcome any feedback you have. We would like to keep in touch, so please let us know of any changes in your contact details in the future.

Congratulations once again.

Yours sincerely

Dr Susan Howick
Postgraduate Course Director

Enc

Department of Management Science
Graham Hills Building
40 George Street
Glasgow G1 1QE

t: +44 (0)141 552 4400
f: +44 (0)141 552 6686
e: contact-mansci@strath.ac.uk
www.managementscience.org/

University of Strathclyde
Business School

9 December 2009

Mr Marco Musto

Mr Musto has successfully completed the Postgraduate Certificate in Operational Research. His marks are as follows:

48905 Statistics	Statistics 1	**44**
	Statistics 2	**40**
	Unit average	***42***
48906 Simulation	Discrete Event Simulation	**56**
	System Dynamics	**75**
	Unit average	***66***
48907 Operations	Operations Management	**47**
	Operations Strategy	**65**
	Forecasting	**75**
	Unit average	***59***
48908 Mathematical Modelling	Optimisation	**44**
	Stochastic Models	**49**
	Unit average	***47***
48910 Working within Organisations	Accounting	**54**
	Information Systems	**36**
	Performance Measurement	**57**
	Project Risk	**65**
	Unit average	***53***

Dr Susan Howick
Director of Postgraduate Studies

Department of Management Science
Graham Hills Building
40 George Street
Glasgow G1 1QE

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f: +44 (0)141 552 6686
e: contact-mansci@strath.ac.uk
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United Kingdom

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DL +44 (0)1895 268268
E student.centre@brunel.ac.uk

www.brunel.ac.uk
https://intra.brunel.ac.uk/s/studentcentre

27 October 2014

TO WHOM IT MAY CONCERN

MARCO MUSTO (Date of birth: 25 May 1977)

Student Identification No: 0940909

This is to confirm that the above named student studied at Brunel University London as follows:

Start Date:	**1 October 2009**
End Date:	**13 May 2014**
Award:	**Doctor of Philosophy**
Thesis Title:	**On the formulation of hereditary cohesive-zone models**
Award Date:	**13 May 2014**
Conferral Date:	**16 July 2014**

The awarding body is Brunel University London at the address above. Brunel University London received its Royal Charter and official University status on 9 June 1966.

With the exception of foreign language courses, all modules are delivered and assessed in English.

The degree certificate is available from the above stated conferral date.

Academic Services