

**ROGER G. FARISH, P.E., M.B.A.**

Mr. Farish is an Executive Consultant with Long International and has 25 years of capital project experience. He has worked for some of the largest U.S.-based Engineering and Construction (E&C) contractors and the world's largest industrial gases company. Mr. Farish has held leadership roles in project management, engineering, construction, project controls, commercial management, estimating, risk management, knowledge management, and business development.

Mr. Farish has supported the full project life cycle, including front-end planning (FEL-1 through FEL-3), modularization, detailed engineering, procurement, fabrication, construction, commissioning, startup, turnover, and operations and maintenance. His industry experience spans natural gas (pipelines, processing, NGLs, and LNG), refining, petrochemicals, chemicals, renewable fuels (diesel, jet, methanol), ammonia, CO<sub>2</sub> capture, hydrogen (via reformers and electrolyzers), fuels and oil storage, gasification, air separation, and power generation (simple cycle, combined cycle, and nuclear), as well as mining, metals, and life sciences. He has significant international experience leading projects in Saudi Arabia, Suriname, South Korea, Mexico, Canada, and the United States, and collaborating with project partners from Germany, Japan, France, Italy, and South Korea.

**EDUCATION**

M.B.A., General Management and Finance, University of Chicago Booth School of Business, 2012

M.S., Mechanical Engineering (Fluids and Thermal Science), Tulane University, 2000

B.S. (Summa Cum Laude), Mechanical Engineering, Tulane University, 1999

**PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS**

Professional Engineer (P.E.), South Carolina (License No. 26197)

**PROFESSIONAL AFFILIATIONS**

Association for the Advancement of Cost Engineering International (AACEI)

**LANGUAGES**

English, Spanish

**TECHNICAL EXPERIENCE**

- Leadership of multibillion-dollar capital projects across study, FEED, and execution phases
- Full project lifecycle experience including scope definition, estimating, contracting, execution, and turnover
- Oversight of joint venture and consortium frameworks including international partner coordination
- Commercial leadership including risk mitigation, client negotiations, and contract compliance
- Management of large, multi-discipline engineering teams on domestic and international projects
- Execution of FEL-1, FEL-2, and FEL-3 studies including feasibility and conceptual design
- Integration of process design, layout optimization, and modularization into early-phase planning

- Coordination of process licensors, vendor packages, and technology evaluations (Topsoe, KBR, UOP, Air Liquide, Linde, etc.)
- Advancement of design maturity to support Class 5 through Class 3 estimating deliverables
- Execution planning including construction work packaging, modular execution strategy, and sequencing
- Leadership of fabrication strategy including global procurement and logistics alignment
- Management of site construction activities including subcontractor oversight and schedule performance
- Experience in union and open shop environments across U.S. and Canada
- Resolution of construction claims, *force majeure* events, and productivity-related disputes
- Qualitative and EMV-based quantitative risk analysis and contingency development
- PDRI assessments and early-stage scope maturity evaluations
- Expert user of Aspen Capital Cost Estimator (ACCE)
- Deep experience across LNG, gas processing, ammonia, hydrogen, renewable fuels, petrochemicals, and storage terminals

## **PROJECT EXPERIENCE**

Mr. Farish has 25 years of experience supporting capital projects across the full life cycle, from feasibility and FEL studies through execution and startup. He has served as Vice President – Project Execution, Project Director, Project Manager, Study Director, and Engineering Manager on projects in North America, South America, the Middle East, and Asia. His work spans reimbursable and lump sum models across a wide range of sectors including oil and gas, petrochemicals, hydrogen, ammonia, renewable fuels, industrial gases, power, mining, metals, and life sciences.

### **Gas, Gasification, GTL, LNG and NGL**

- Project Director on the Sempra Energia Costa Azul LNG Phase 1 Project, a \$2+ billion 3.25 MTPA brownfield LNG expansion project in Baja California, Mexico. Co-led JV team through Pre-FEED, FEED, and Open Book Estimate phases. Directed estimating, schedule development, and EMV-based quantitative risk assessment including contingency recommendations. Supported EPC contract negotiations and guided commercial structuring with JV partner.
- Engineering Manager on the ExxonMobil Western Canada LNG Project, a \$25+ billion 30 MTPA LNG project in British Columbia, Canada. Delivered an updated feasibility study and Class 5 cost estimate for an alternate project site and LNG train arrangement.
- Project Director, Pursuit Sponsor on the \$200+ million Enterprise Products Mentone Gas Processing Plant, a 300 MMSCFD gas plant in Mentone, Texas. Directed estimating, schedule development, and EMV-based quantitative risk assessment. Facilitated risk workshop and advised on risk mitigation and commercial carve-outs.
- Executive Sponsor on the \$250+ million ONEOK Lonesome Creek NGL Project, a 200 MMSCFD gas processing and NGL recovery facility in Alexander, North Dakota. Successfully negotiated with client to arrive at mutually agreeable settlement to multimillion-dollar *force majeure* and mechanical completion claims.
- Executive Sponsor on the \$150+ million Gaz Metro Montreal LNG Project, a brownfield LNG peak shaving facility expansion in Montreal, Canada. Successfully negotiated multi-month schedule extension, revised incentive scheme, and significant increase to contract price; negotiated multimillion-dollar settlement with

local general contractor for cost overruns related to subcontractor delays, rework, invalid change orders, and low productivity.

- Executive Sponsor on the \$100+ million ONEOK Stateline De-ethanizers Project, a two-train 26,000 bpd de-ethanizer addition to an existing NGL plant in Williston, North Dakota. Successfully negotiated contract restructure from LSTK EPC to cost-reimbursable EPCM with schedule-based at-risk incentive fee; directly supported client in successful back charge recovery from vendors totaling \$1+ million.
- Deputy Project Director, Commercial Director on the \$450+ million South Jersey Gas Small-Scale LNG Peak Shaving Project, a Liquefied Natural Gas (LNG) peak shaving facility in Vineland, New Jersey. Led commercial team across procurement, estimating, project controls, risk, and contract management. Directed sourcing strategy, Class 3 estimate, and EMV-based quantitative risk assessment. Oversaw schedule development, advised on commercial risk mitigation, and ensured FEED contract compliance.
- Project Director, Pursuit Sponsor on the \$600+ million Energy Transfer Partners Mariner East 2 Export Terminal, a 70,000 bpd brownfield ethane export terminal expansion in Marcus Hook, Pennsylvania. Led joint venture proposal development. Directed estimating, scheduling, and quantitative risk analysis. Provided strategic input on commercial framework with JV engineering partner.
- Project Director, Pursuit Sponsor on the \$250+ million Energir Small-Scale LNG Peak Shaving Terminal Project, a terminal in Becancour, Canada. Led technical and commercial proposal development. Directed estimating, schedule, and quantitative risk assessment. Facilitated risk workshop and provided strategic input on Canadian subcontractor.

### **Industrial and Manufacturing**

- Senior Engineer, Design Engineering on the \$200+ million Amgen Site Bulk Utilities Upgrade Project, a utilities expansion project in Juncos, Puerto Rico. Supported engineering efforts during detailed design phase. Cost-reimbursable EPCM contract.

### **Mineral and Mineral Processing**

- Project Engineer on the \$300 million Suralco/Alcoa Nassau Plateau Mine Haul Road and Infrastructure Project, a mining infrastructure and haul road project in Nassau, Suriname. Coordinated technical and commercial proposal development and acted as project engineer during early stages. FEL-2 conceptual study executed under a cost-reimbursable contract.

### **Pipelines and Utilities**

- Project Engineer on the Spectra Energy Westcoast Connector Project, an \$8+ billion LNG pipeline system in British Columbia, Canada. Executed FEED for the offshore pipeline segment including cost and schedule controls. Supported progress toward contractual incentive milestones.
- Project Director, Pursuit Sponsor on the \$1+ billion Tellurian Driftwood LNG Pipeline Project, a 4 BCFD natural gas pipeline and compressor station system in Louisiana. Led estimating, scheduling, risk analysis, and proposal development for a lump sum EPC bid. Project was ultimately not bid due to insufficiently developed tender documents.

### **Power**

- Manager, Engineering Integration on the \$9+ billion Dominion Virginia Power North Anna 3 Project, a nuclear power plant project in Louisa County, Virginia. Aligned the work of multiple engineering teams. Identified and ensured project's technical and regulatory requirements were met. Convertible (open-book estimate) EPC contract.

- Discipline Lead Engineer on the \$12+ billion NRG Energy STP Units 3 & 4 Project, a nuclear power plant in Bay City, Texas. Led large engineering team in executing detailed design. Managed engineering scope, 600,000+ hour budget, schedule, and material quantities. Convertible (open-book estimate) EPC contract.

**Refineries, Petrochemical, and Chemical**

- Study Director on the HIF Matagorda eFuels Project, a \$10+ billion green hydrogen-to-eMethanol facility in Matagorda County, Texas. Led capacity selection and layout optimization study. Directed scope development and oversaw Class 5 estimates and qualitative risk assessments for multiple plant capacity and arrangement options.
- Study Director on the Tallgrass Energy Fairview Project, a \$9+ billion 4.4 MTPA blue ammonia facility in Farmington, New Mexico. Oversaw technology selection and evaluation of various process licensors. Led Class 5 estimating and qualitative risk assessments for each technology combination.
- Project Manager on BASF Project Back, a \$150+ million revamp of an alcohols and plasticizers facility in Pasadena, Texas. Led pre-FEED and FEED phases with global stakeholders. Delivered both under budget and on schedule, earning full KPI incentive. Applied modularization and global procurement strategies.
- Engineering Manager on the Lake Charles Methanol Project, a \$2+ billion pet coke gasification-to-methanol plant in Lake Charles, Louisiana. Implemented value-added strategies including maximum modularization, global procurement and fabrication, and self-perform construction to deliver a project estimate within the client's budget.
- Deputy Project Director, Commercial Director on the \$1.5+ billion Gevo Net-Zero 1 Project, a net-zero Sustainable Aviation Fuel (SAF) facility in Lake Preston, South Dakota. Led the commercial team including procurement, estimating, project controls, risk, and contract management. Directed sourcing strategy, Class 3 estimate, and EMV-based quantitative risk assessment. Oversaw schedule development and advised on schedule risk and reserve.
- Project Director, Pursuit Sponsor on the \$250+ million Avant Energy Marine Hydrocarbon Storage Terminal Project, a 1.8 MMbbl fuel and oil terminal in Altamira, Mexico. Directed development of lump sum bid proposal. Led estimating, schedule development, and EMV-based quantitative risk assessment. Facilitated risk workshop and advised executives on risk mitigation, scope clarifications, and contractual carve-outs.
- Project Director, Pursuit Sponsor on the \$100+ million Savage Fuel Storage Terminal Project, a 420,000 bbl fuel terminal in Queretaro, Mexico. Oversaw development of technical and commercial bid package. Directed estimating, schedule development, and EMV-based quantitative risk assessment. Facilitated risk workshop and advised executives on risk and scope alignment.
- Project Director, Pursuit Sponsor on the \$100+ million INEOS Mercury PAO Project, a 120 KTA polyalphaolefins unit in Chocolate Bayou, Texas. Oversaw preparation of lump sum and unit price bid. Directed estimating and schedule development. Facilitated risk workshop and advised on risk mitigation strategies and subcontracting considerations.
- Project Advisor on the \$150+ million Braskem Polypropylene Plant Project, a 450 KTA polypropylene plant in La Porte, Texas, using Univation technology. Facilitated project risk workshop and performed EMV-based quantitative risk assessment. Conducted cold-eye estimate review and advised on pricing risks and mitigation strategies.
- Deputy Project Director, Commercial Director on the \$600+ million Valley Green Fuels Renewable Diesel Project, a renewable diesel facility in Taft, California. Led commercial team and directed estimating, schedule, risk analysis, and contract compliance during FEED.

- Project Advisor on the \$1.5+ billion Gulf Coast Growth Ventures Olefins Project, an ethylene furnace and recovery unit project in Gregory, Texas, using KBR technology. Provided strategic guidance on commercial framework transition from JV to consortium. Performed estimate review and advised on pricing risk, scope clarification, and commercial carve-outs.
- Project Director, Pursuit Sponsor on the \$150+ million Andeavor RINA Fuel Storage Terminal Project, a 600,000 bbl storage terminal in Baja California, Mexico. Led pursuit effort, including estimating, schedule, and risk analysis. Provided input on subcontract with Mexican engineering partner.
- Project Director, Pursuit Sponsor on the \$50+ million Celanese Project Green, a brownfield de-bottlenecking project in Clear Lake, Texas, to increase methanol production by 325 KTA. Led pursuit team in developing technical, commercial, and lump sum bid proposal. Directed estimating, schedule development, and EMV-based quantitative risk assessment. Facilitated risk workshop and advised executives on mitigation strategies, scope clarifications, and contractual carve-outs.
- Project Advisor on the \$600+ million LyondellBasell PO/TBA Project, a 470 KTA propylene oxide and 1 MTPA tertiary butyl alcohol unit in Channelview and Bayport, Texas. Supported risk mitigation strategy and contingency recommendations through project risk workshop, estimate review, and commercial advisory.
- Discipline Lead Engineer on the \$500+ million Sipchem Acetic Acid Plant, part of the Jubail Acetyls Complex in Al Jubail, Saudi Arabia. Executed detailed design phase under a cost-reimbursable EPCM contract. Managed scope, engineering hours, schedule, and quantities.

## **PROFESSIONAL EXPERIENCE**

### **Long International, Inc.**

*Sugar Land, Texas (2025 to Present)*

As a Senior Executive Consultant with Long International, Mr. Farish provides construction claims analyses related to change orders, technical issues, productivity impacts, and damages quantification, including evaluation of contract criteria, technical analysis of claims, and quantum analysis. He also brings extensive experience in front-end planning, estimating, risk analysis, and commercial management on large capital projects.

### **Roman Consulting Group**

*Sugar Land, Texas (2024 to 2025)*

As owner and principal consultant, Mr. Farish built and maintained client relationships, understanding their needs and providing bespoke front-end consulting services. He guided clients through early-phase scope definition and alignment, including identification of scope gaps using PDRI. Mr. Farish offered expert advice and solutions for cost estimates, leveraging industry and Aspen estimating software (ACCE) expertise. He supported risk management processes by leading risk workshops and conducting qualitative and quantitative risk assessments. He also managed and delivered consulting projects from inception to completion, ensuring high-quality and timely results.

### **Kiewit**

*Houston, Texas (2017 to 2024)*

As Implementation Director, Mr. Farish led the enterprise-wide implementation of Aspen Capital Cost Estimator (ACCE, K-Base, Icarus) software into Kiewit's front-end engineering study work. He managed a cross-functional team of engineers and external consultants through feasibility, training, and validation

phases. He became a power user of ACCE and directly supported early-phase estimating efforts across multiple projects.

As Study Director, Mr. Farish directed conceptual study execution for multibillion-dollar energy transition projects, including a \$10+ billion eMethanol project and a \$9+ billion blue ammonia facility. He oversaw development of Class 4 and 5 cost estimates, flow sheets, utility load analyses, and layout optimization. He led qualitative risk assessments and guided scope definition activities in early FEL phases.

As Deputy Project Director, Commercial Director, Mr. Farish oversaw the commercial functions—including estimating, procurement, project controls, risk, and contracts—on three high-value FEED contracts: a \$400 million LNG project, a \$600 million renewable diesel revamp, and a \$1.5 billion SAF facility. He directed sourcing strategy, Class 3 estimate development, and EMV-based quantitative risk assessments. He managed FEED contract compliance and provided commercial guidance to the project leadership team.

As Project Director, Mr. Farish co-led a joint venture during Pre-FEED, FEED, and Open Book Estimate (OBE) phases of the \$2+ billion Energia Costa Azul brownfield LNG project in Mexico. He supported EPC contract negotiations and helped shape a value-driven commercial framework. He directed risk workshops, estimating, and schedule development, and facilitated commercial alignment with the French JV partner.

As Project Director, Pursuit Sponsor, Mr. Farish led pursuit teams on lump sum EPC bids for capital projects ranging from \$50 million to \$1.5 billion across petrochemical, NGL, fuel storage, and LNG sectors. He oversaw development of proposals, cost estimates, schedules, and quantitative risk analyses. He advised executives on risk mitigation, contractual clarifications, and commercial strategy, including joint venture and subcontractor frameworks.

### **Linde Engineering**

*Houston, Texas (2015 to 2017)*

As Vice President, Project Execution, Mr. Farish served as the head of Project Management for Linde Engineering's North American operations. He provided leadership and oversight for the successful execution of projects across the region, ensuring alignment with corporate strategy and financial objectives. He acted as executive sponsor for key EPC and services projects totaling more than \$500 million in value.

Mr. Farish led a team of project managers and project engineers and was accountable for developing and maintaining project execution plans, schedule and cost control strategies, and risk mitigation approaches. He supported pursuit and early engagement activities by aligning execution strategies with client expectations and Linde's global capabilities. He worked closely with European headquarters to ensure coordination across engineering, procurement, and fabrication teams based in Germany and the U.S.

He also directed the integration of modularization, global sourcing, and value engineering strategies into proposals and project execution. He played a key role in identifying and establishing strategic partnerships and EPC alliances to enhance competitiveness on North American projects.



**Fluor**

*Houston, Texas, and Greenville, South Carolina (2006 to 2015)*

As Project Manager, Mr. Farish led the execution of a \$100+ million chemical plant revamp project under a KPI-based incentive fee contract. He oversaw both pre-FEED and FEED phases, delivering the project under budget and ahead of schedule, resulting in full attainment of all KPI incentives.

As Project Engineer and Engineering Manager, Mr. Farish directed cross-functional teams on large-scale domestic and international projects. On a \$2 billion U.S.-based gasification-to-methanol facility, he implemented modular execution, global sourcing, and self-perform construction strategies to meet aggressive cost targets. He also delivered an updated feasibility study and \$25+ billion Class 5 estimate for a proposed 5 x 6 MTPA LNG export project in Western Canada, supporting site selection and configuration decisions.

As Project Management Knowledge Manager, Mr. Farish oversaw Fluor's global project management knowledge program, supporting a community of 3,700 members and 40 senior leaders. He facilitated debriefings of major capital projects and integrated lessons learned into company work processes and training.

As Engineering Integration Manager, Mr. Farish managed a 300-person engineering team supporting a \$9+ billion nuclear power project. He led efforts to improve quantity accuracy and scope definition, supporting the development of a comprehensive capital cost estimate.

As Senior Project Development Manager, Mr. Farish led pursuit and strategy development for mining and metals projects in the aluminum, steel, gold, and phosphate sectors. He developed teaming models and advised on commercial positioning and client engagement strategies.

As Discipline Lead Engineer, Mr. Farish led engineering teams of more than 60 personnel across major power and petrochemical projects. On a more than \$1 billion petrochemical project in Saudi Arabia, he coordinated with the client and vendors to resolve a major alloy pipe manufacturing issue, avoiding critical schedule delays and enabling on-time completion.

**Bechtel**

*Aiken, South Carolina (2000 to 2006)*

As Lead Field Engineer, Mr. Farish provided direction to civil, steel, mechanical, piping, and instrumentation construction engineers and craft superintendents. He managed construction activities to ensure overall quality of installation and adherence to the project schedule and estimate.

As Senior Process and Mechanical Design Engineer, Mr. Farish supported the development of process and mechanical design during early and detailed project phases.

As Structural and Stress Analysis Design Engineer, Mr. Farish conducted structural and piping stress analyses to support design integrity and code compliance.