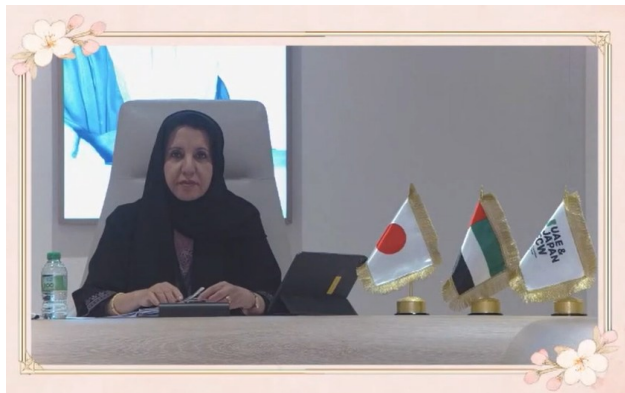


The 22nd FCW Forum

Date: Thursday, June 25, 2026
-Online-



Under the leadership of Her Highness Sheikha Fatima bint Mubarak and H.E. Dr. Maitha bint Salem Al Shamsi, Minister of State (UAE), the Friendship Committee for Women Career Development (FCW) has been working to promote women's active participation in the oil-related sectors of both countries since its establishment in 2015. The 22nd FCW Forum was held under the theme "Thriving Through Change: AI, Resilience, and Innovation" (in-person for the UAE side and online for the Japan side). The forum was attended by government and private sector officials as well as next-generation leaders from both countries, including H.E. Dr. Maitha bint Salem Al Shamsi, Minister of State and Chairperson of the FCW Board of Directors; Prof. Haruhiko Ando, CEO of JCCP (in-person attendance); and Ms. Fatema Al Nuaimi, CEO of ADNOC Gas. Participants engaged in discussions and delivered key messages on the utilization of AI in an era of rapid change, its harmony with humanity, and the future-oriented vision of women's leadership.



H.E. Dr. Maitha Al Shamsi, Minister of State,
UAE / Chair of the FCW Committee



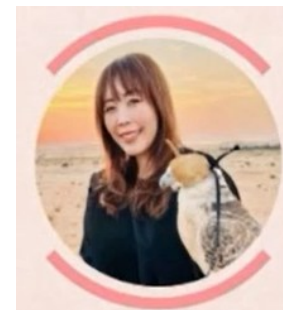
Ms. Fatema Al Nuaimi, CEO
ADNOC Gas

Ms. Fatema Al Nuaimi, CEO of ADNOC Gas, emphasized the importance of proactively driving change rather than merely waiting for it, highlighting ADNOC's goal to double the proportion of women in technical roles by 2030. She noted that even in the AI era, essential human qualities such as judgment, empathy, and leadership remain indispensable in turbulent times, expressing her commitment to further deepening collaboration with Japan.

The panel discussion was held under the theme: "AI & the Human Edge: Innovating Without Losing Our People." Serving as a Japanese panelist, Dr. Ayako Kameda, Executive Officer and Head of Green Energy Division at Obayashi Corporation, who also spoke at last year's forum, shared her perspective: while AI advances bring innovation to visualization and decision-making in the construction and energy sectors, the intrinsic value of human "sensory experiences"—such as the warmth of human touch or the inspiration evoked by great architecture—can never be replaced.

Ms. Ayako Shoda of Chiyoda Corporation, an early member of the Japanese Planning and Implementing Committee, highlighted that innovation must remain "people-centric" rather than a mere system implementation. She stated that effective change management—engaging employees in dialogue from an early stage and clearly communicating the purpose of change—is essential for embedding technology into an organization.

Furthermore, participants from both the UAE and Japan were divided into three groups to present the outcomes of their collaborative online workshops held prior to the forum. The session centered on the themes of Leading Innovation in the Age of AI, Women's Wellbeing, and Future-Ready Organizations, and participants presented concrete proposals to mutually apply Japanese best practices and ADNOC initiatives. It proved highly valuable, yielding numerous key insights for next-generation leaders to shape the future.



Dr. Ayako Kameda, Executive Officer, Head of Green Energy Division, Obayashi Corporation



Ms. Ayako Shoda, HR Dept. Head of Health Management & Diversity Promotion Section Chiyoda Corporation