



CURRICULUM VITAE

# Alexey Makarov

AI Enablement Strategist & Transformation Leader

Group-wide AI Enablement · Strategy · Corporate Finance · M&A

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**AI Enablement Leader** with 12 years inside a major energy and infrastructure group. Founded and lead SEFE's group-wide **AI Center of Excellence** — 350 members in 4 layers across 9 offices and 5 countries (~17% of the global workforce) — positioned in the Transformation Office, sponsored by the Chief IT Officer. Operating model is **advisory, governance, and enablement**, not delivery ownership.

Combines a deep Strategy, Corporate Finance and M&A background with hands-on AI adoption at group scale, including the enterprise-wide Microsoft Copilot M365 rollout. Comfortable with the regulatory complexity (Works Council, GDPR, EU AI Act) that determines whether AI lands at scale.

**350**

AI COE MEMBERS

**17%**

WORKFORCE IN AI COE

**300+**

EMPLOYEES TRAINED

**12** yr

GROUP TENURE



## SEFE AI Center of Excellence

2 years in operation

Founded and lead SEFE's group-wide AI CoE — 350 members across 4 layers (Subscribers, Champions, Core Team, Leadership), 9 offices in 5 countries. Workstreams: Strategy, Governance and Ethics, Use Cases Pipeline Management, Tech & Data, Community Management, Knowledge Management, Skills & Training

17% workforce

Largest community at SEFE

## Microsoft Copilot M365 Programme

Active 2026

Leading the **organisational adoption and enablement** for SEFE's enterprise-wide Microsoft Copilot M365 rollout — pilot through to group-wide deployment, in close partnership with IT Workplace, Microsoft, and Works Council. Regulated environment under EU AI Act, GDPR, and co-determination frameworks.

Microsoft

Copilot M365

EU AI Act

Works Council

### CURRENT ROLE

#### SEFE Securing Energy for Europe (Germany / UK) CURRENT

Apr 2023 – present

Founder & Head, AI Center of Excellence / Senior Manager, Transformation Office · Berlin, London

- **Founded and lead SEFE's group-wide AI Center of Excellence** — 350-member community in 4 layers (AI Subscribers, AI Champions, Core Team, Leadership), 9 offices across Germany, UK, France, Netherlands, and Singapore; ~17% of the global workforce engaged
- CoE positioned in the **Transformation Office** as the bridge between Strategy, Business, IT, and Leadership; sponsored by the Chief IT Officer. Regular engagement at executive level — CIO, CFO, CEO, Chief Security Officer, Heads of Strategy, Legal, IT, and Business Units. Operating model is **advisory, governance, and enablement**, not delivery ownership
- Designed and lead SEFE's **AI Enablement framework** — AI literacy, advanced upskilling, governance, use-case prioritisation, responsible AI; partnering with business units on low-code / no-code AI adoption, primarily via Microsoft Copilot platform but also complementary tools
- Designed and delivered the **AI literacy and upskilling programme** (foundational → advanced) — personally trained 300+ employees in 20+ in-person sessions; AI CoE-led training (delivered by me and colleagues) now extends across the whole group, with recurring AI townhalls aligned to business priorities
- Navigating AI in a **highly regulated environment** — Works Council co-determination, GDPR, EU AI Act readiness; coordinating Microsoft, IT, Security, Legal, and Compliance
- In parallel, leading strategic **transformation programmes** — Legal Target Structure, Transaction Readiness, and the Group Financial Go-Live

PRIOR EXPERIENCE

- SEFE Securing Energy for Europe (Germany / UK)** Mar 2022 – Jul 2023  
 Asset and Project Management, Senior Asset and Project Manager · Berlin, London
  - Redefined SEFE Group’s corporate strategy with BCG advisors; developed the Group long-term financial model
  - Led hydrogen energy initiatives — project evaluation, financial modelling, and business case development for the low-carbon transition
- Gazprom Germania GmbH** Oct 2014 – Feb 2022  
 Asset and Project Management / M&A, Senior Manager · Berlin
  - Managed M&A transactions, business restructurings, asset swaps and joint venture formation across the Group
  - Led project financing, financial modelling and business valuations to support strategic decisions
  - Delivered complex cross-border transactions and corporate restructuring with international teams
- EY** Sep 2013 – Sep 2014  
 Valuation & Business Modelling, Manager · Moscow
  - Led international financial modelling team — transaction support across tech companies (Vkontakte and others)
- PwC Italy** Sep 2011 – Aug 2013  
 Advisory Deals, Assistant Manager · Milan / Rome
  - Renewable energy, PPP and project finance; business valuation and debt advisory
- PwC Russia** Jan 2006 – Aug 2010  
 Project Finance & Business Valuation, Intern → Assistant Manager · Moscow
  - Project Finance, PPP, Business Valuation, M&A, Debt Advisory, and restructuring projects

SKILLS

- AI Enablement & Strategy**
  - Enterprise AI CoE Design
  - AI Literacy Programmes
  - AI Governance
  - Responsible AI
  - EU AI Act
  - GDPR
  - Works Council
- AI & Technical Fluency**
  - LLM Workflows
  - AI Agents
  - n8n Automation
  - Copilot M365
  - Copilot Studio
  - Claude Code
  - Cursor
  - Antigravity
- Software & Web (Hands-on)**
  - Modern Web Stack
  - Cloud Platforms
  - Self-hosted AI
  - Prototyping
- Strategy & Finance**
  - M&A
  - Financial Modelling
  - Valuation
  - Transformation
  - Change Management

EDUCATION

- 2011 MBA — International Business**  
 MIB School of Management · Trieste
- 2007 Master — Financial Management (honours)**  
 Plekhanov Russian Academy of Economics · Moscow
- 2005 Erasmus Programme — Business**  
 Satakunta Polytechnic University · Pori, Finland

QUALIFICATIONS

- ACCA**  
 Association of Chartered Certified Accountants
- ASA — Business Valuation**  
 American Society of Appraisers, BV201–BV204
- Mathematics Olympiad — Winner**  
 Russian Olympiad, Siberia & Far East (2001)

LANGUAGES

Russian	Native	<div style="width: 100%; height: 10px; background-color: blue;"></div>
English	Fluent	<div style="width: 95%; height: 10px; background-color: blue;"></div>
Italian	Fluent	<div style="width: 95%; height: 10px; background-color: blue;"></div>
German	B2	<div style="width: 80%; height: 10px; background-color: blue;"></div>
Chinese	A2	<div style="width: 30%; height: 10px; background-color: blue;"></div>