

Contents

Document 1 - Letter from Alexander Dennis to Deputy First Minister 2

Document 2 - Letter from Deputy First Minister to Alexander Dennis 4

Document 3 - Note of meeting between Deputy First Minister and Alexander Dennis – 25
March 2025..... 5

Document 4 - Email chain between Deputy First Minister and Alexander Dennis 7

Document 5 - Email between First Minister’s office and Alexander Dennis – 23 May 2025 30

Document 6 - Email chain and briefing from Alexander Dennis 31

Document 7 – Briefing from Alexander Dennis 42

Document 8 - Note of meeting held on 25 May 2025..... 45

Document 9 - Email chain arranging meeting between First Minister and Deputy First
Minister’s offices and Alexander Dennis 48

Document 10 - Email chain between Alexander Dennis and Scottish Government 59

Document 11 - Email and attachment providing update from Alexander Dennis..... 68

Document 12 - Email from Alexander Dennis to First Minister and Deputy First Minister .. 76

Document 13 - Email from Alexander Dennis to First Minister and Deputy First Minister .. 77

Document 14 - Email from Alexander Dennis to First Minister and Deputy First Minister .. 79

Document 15 - Email from Alexander Dennis to First Minister and Deputy First Minister .. 83

Document 16 - Minutes of meeting with Alexander Dennis on 5 June 2025..... 84

Document 1 - Letter from Alexander Dennis to Deputy First Minister



Kate Forbes MSP

Deputy First Minister of Scotland and Cabinet Secretary for Economy and Gaelic Scottish Government

Sent by e-mail: DFMCSEG@gov.scot

January 16, 2025

Dear Cabinet Secretary,

Request to meet with NFI Group and Alexander Dennis

I am writing to you on behalf of NFI Group Inc. (NFI), following the news that you will be taking on a cross-government leadership role as the Scottish Government's 'Investment Champion'. I would like to congratulate you on this additional role, which has huge potential to support many stakeholders to realise on shared goals for a prosperous and low-carbon economy in Scotland.

By way of introduction, NFI is one of the world's leading independent designers and manufacturers of buses and motor coaches. Headquartered in Canada and publicly traded on the Toronto Stock Exchange, our group spans the globe with over 100,000 vehicles currently in service and employing nearly 9,000 team members. I suspect that you will be well aware of one of our highest profile subsidiaries, Scotland's own Alexander Dennis, the global leader in double deck buses who was acquired by NFI in 2019 to create a leading, independent bus and coach solutions provider.

I know the team at Alexander Dennis have been regularly engaging with your government for some time to discuss the uneven playing field for UK bus manufacturers, as we increasingly face competition from low-cost and low-security importers overseas. I appreciated the support of the First Minister over the summer to discuss these challenges. The policy challenges Alexander Dennis face span a number of portfolios including transport, public procurement and net zero, so we welcome the further efforts by your government to seek seamless solutions to grow investment domestically.

In particular, we welcome the creation of an Investment Unit to identify and tackle barriers to investment in Scotland and a new Cabinet sub-committee to co-ordinate activity. We agree that private investment is essential for growth, for jobs, for reaching net zero, and for improving Scotland's public services. By working together to realise ways forward, long-term, meaningful investment in Scotland can be sustained.

Following the acquisition of Alexander Dennis in 2019, we have invested significantly into the facilities and new products, including a £40M+ investment in our new zero-emission product line, but we struggle to compete with foreign suppliers who have made no tangible investments locally.

As Alexander Dennis has shared with other members of the Scottish Government, current policy has created an uneven playing field for domestic manufacturers, who too often are seeing taxpayer money go overseas. A particular concern regarding Scottish Government policy is the

way in which Fair Work First (FWF) principles are applied to grant funding for the purchase of zero-emission buses, where overseas manufacturers based in China and Egypt will not have had to comply to the FWF policy which raises concerns for the benefits returned in terms of jobs and skills.

Alexander Dennis is a key manufacturer in Scotland assisting in delivering a Just Transition through the transition of the manufacturing of zero-emission buses with our workforce. Given this, we believe that public procurement policy must be reviewed in order to ensure that Scotland sees the recycled benefits of this funding, in terms of jobs, skills, GVA and community support. Ultimately, this would also provide a more predictable and stable operating environment for investors and developers which could lead to further confidence and investment.

Following the disappointing results of ScotZEB2, Alexander Dennis had no choice but to enter into a consultation process for over 160 jobs in Scotland. This was an extremely difficult decision for NFI, as we view Scotland as the central hub for our international growth, not only in the UK but also for other European, Middle East and Emerging markets.

Unfortunately, with the recent performance and difficult operating environment, we are now considering very carefully our investment in the future Scottish operations of Alexander Dennis, with capital spending and investment reviews happening at both management and Board levels.

The irony is the Scottish Government and Scottish Enterprise have been supporters of Alexander Dennis' new product development program for many years, helping the company enter into markets like Canada, the United States, Germany, Malaysia, Singapore and New Zealand, all from our Larbert headquarters. Given this, we wish to work constructively with you in this new role to ensure these barriers to investment, which we believe affect more sectors than ours alone, are tackled in an evidence based, measured way so that we can together move forward with our shared goals for a prosperous and low-carbon economy in Scotland that brings Scottish expertise to export markets.

I would appreciate if you were open to the prospect of a meeting with me and the Alexander Dennis Managing Director to explain how we view these policy challenges which are hampering investment in greater detail. We could also provide context on programs that we've seen in Canada and the United States, that have helped strengthen domestic manufacturing and supply chains, creating thousands of jobs and millions of capital investment.

We would be happy to host you at one of our sites should this be of interest. In addition, I would appreciate the government keeping Alexander Dennis in mind for any engagement opportunities that the new Investment Unit will be undertaking.

Sincerely,

[Redacted R.11(2)]

Paul Soubry President & CEO NFI Group Inc.

Document 2 - Letter from Deputy First Minister to Alexander Dennis

Deputy First Minister and Cabinet Secretary for
Economy and Gaelic

Leas Phrìomh Mhinistear agus Rùnaire a' Chaibineit
airson Eaconamaidh agus Gàidhlig

Kate Forbes MSP

Ceit Fhoirbeis BPA



Scottish Government
Riaghaltas na h-Alba
gov.scot

T : 0300 244 4000

E : scottish.ministers@gov.scot

Paul Soubry

debbie.mccreath@alexander-dennis.com

Our Reference: 202500448558

31 January 2025

Dear Paul Soubry,

Thank you for your letter of 16 January inviting Kate Forbes MSP, Deputy First Minister and Cabinet Secretary for Economy and Gaelic, to meet with you at one of your sites.

Ms Forbes would be delighted to accept your invitation subject to Parliamentary business. I would be grateful if you could contact the Deputy First Minister's Diary Secretary, Andrew Wilson, via email at DFMCSEG@gov.scot to arrange a mutually convenient date/make the necessary arrangements.

Yours sincerely,

[Redacted R.11(2)]
Private Secretary

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Tha Ministearanna h-Alba, an luchd-comhairleachaidh sònraichte agus Rùnaire Maireannach fo chumhachan Achd Coiteachaidh (Alba) 2016. Faicibh www.lobbying.scot

St Andrew's House, Regent
Road, Edinburgh EH1 3DG

www.gov.scot



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Document 3 - Note of meeting between Deputy First Minister and Alexander Dennis – 25 March 2025

Readout: DFM meeting with ADL, SAH, Tuesday 25 March 2025

Attendees

Deputy First Minister **[in-person]**

Paul Soubry, President & CEO, NFI Group Inc. **[Online]**

Paul Davies, President and Managing Director, Alexander Dennis **[in-person]**

Debbie McCreath, Group Marketing Director, Alexander Dennis **[in-person]**

Adrian Gillespie, CEO, SE **[online]**

[Redacted R.11(2)], DITI SG **[online]**

Emily McIntosh, Special Adviser **[in-person]**

Paul Davies and Paul Soubry both welcomed the ongoing dialogue with senior Ministers, including FM, and acknowledged the support and commitment ADL has received from SE over the years. They expressed disappointment at the lack of orders secured through the most recent ScotZEB2 zero emission bus funding programme. And explicitly raised concerns the costs carried by homegrown manufacturers create an uneven playing field against overseas manufacturers who operate in lower cost environments and that public funding models need adaptations regards the UKG Subsidy Control Act (SAC).

Paul Davies addressed 2025 as a tough operating year for ADL regretting recent job losses (around 200) with skills difficult to then replace or reintroduce. Paul Soubry stressed NFI entry into the UK as an independent bus manufacturer was the attraction of ADL as UK market leader; also independent of any major automotive group. But that foundation now faced questions around the financial viability business

DFM acknowledged the challenges faced by the business whilst using the meeting as a chance to identify opportunities that might support growth for the business and asked ADL to outline where the company believed future orders might come from, what more the public sector could do, and what role would the private sector play.

On the role of the private sector the company indicated low emission diesel bus orders from independent operators in the UK remained important albeit future challenge would come through legislative or regulatory alterations to that market.

ZEBRA bus funding (zero emission) down south, broadly equivalent to ScotZEB in Scotland, with funds distributed to and by local authorities rather than operators, along with central government funding to Transport for London (TfL), both hold order potential but with ongoing concerns around the effect of SAC on public procurement. Adrian mentioned supportive measures around public funding opportunities such as a requirement for Innovation outcomes that could benefit 'local supplier' bids / consortia.

Next steps:

1. DFM will raise the issue of Subsidy Control and public procurement when next meeting SoS Scotland Office.
2. DFM indicated an appetite to visit ADL facilities when appropriate (*this can be arranged via SE account manager liaising with Paul D and Debbie*).
3. DFM keen to join a follow up meeting with Adrian and ADL team locally to progress opportunities for growth (*Adrian mentioned SE sponsored independent consultant review of the UK operation's current business model, which may generate recommendations for consideration*).

Document 4 - Email chain between Deputy First Minister and Alexander Dennis

From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Sent on: Tuesday, May 13, 2025 4:07:30 PM
To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>
Subject: Re: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)]

That is brilliant, thank you so much for accommodating!

Confirming this one our end.

Many thanks

Debbie



Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com
Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot on behalf of DFMCSEG@gov.scot
Sent: Tuesday, May 13, 2025 4:51 PM

To: Debbie McCreath ; DFMCSSEG@gov.scot

Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

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Hi Debbie,

Thanks for your email, the Deputy First Minister would be available to meet Paul 11:00 – 11:30 in Parliament on Thursday 5 June?

Kind regards, [Redacted R.11(2)] (she/her)

Deputy Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP

Leas-Rùnaire Prìobhaideach don Leas-Phrìomh Mhinistear agus Rùnaire a' Chaibineit airson Eaconamaidh agus Gàidhlig – Ceit Fhoirbeis BPA

The Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

E: DFMCSSEG@gov.scot

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From: Debbie McCreath

Sent: 13 May 2025 16:03

To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic

Subject: Re: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)]

Many thanks for coming back to me on this, understand the challenges due to Parliamentary business.

We have been called to a UK customer meeting on 4th June in London now unfortunately, but I have managed to get additional days for Paul to be present in the UK. I realise this is an issue caused by scheduling on our end, please accept my apologies.

Could you advise whether the Deputy First Minister would have any capacity to meet Paul in Parliament on either the afternoon of Monday 2 June, or any time on Thursday 5 June?

Many thanks

Debbie



Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]

debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of DFMCSSEG@gov.scot <DFMCSEGE@gov.scot>
Sent: Friday, May 9, 2025 5:09 PM
To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Cc: DFMCSSEG@gov.scot <DFMCSEGE@gov.scot>
Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

CAUTION: This email originated from outside of Alexander Dennis. Do not click links or open attachments unless you recognise the sender and know the content is safe. If in doubt, please use the 'Phish Alert' button to report this mail

Hi Debbie,

Thanks for your email, DFM is able to meet with Paul in Edinburgh on 4 June, subject to parliamentary business on this day.

Is Paul available 14:30 – 15:00 in Parliament on 4 June?

Many thanks, [Redacted R.11(2)] (she/her)

Deputy Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP

Leas-Rùnaire Prìobhaideach don Leas-Phrìomh Mhinistear agus Rùnaire a' Chaibineit airson Eaconamaidh agus Gàidhlig – Ceit Fhoirbeis BPA

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Sent: 18 April 2025 08:29
To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>
Subject: Re: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)]

I hope you are well! Thank you again for your support at the meeting for Paul Soubry.

In terms of follow up on our side, we have shared the local content examples and more information on the UK bus manufacturing group Emily Mackintosh and we are also working with Scottish Enterprise on a report that looks at options for a roadmap to success.

I know we had agreed in the room to stay in conversation, and I wondered whether it would be of interest for the Deputy First Minister to meet Paul Soubry, this in time in person, when he is in Scotland which is 4th June?

We would be keen in this meeting to review any possible roadmap the Deputy First Minister was keen to explore, which could be a great chance to review the options that should be outlined in the Scottish Enterprise commissioned report.

Many thanks

Debbie



Debbie McCreath (she/her)

External Affairs & Marketing Director

[REDACTED R.11(2)]

debbie.mccreath@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: Debbie McCreath
Sent: Tuesday, March 25, 2025 12:58 PM
To: DFMCSEG@gov.scot
Subject: Re: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)]

We've accidentally gone to Victoria Quay and will be with you at 1.10pm.

I cannot apologise enough, this is an error on my end.

Can you give me a call on [Redacted R.11(2)]?

Many thanks

Debbie

Debbie McCreath

Group Marketing Director

Alexander Dennis

[Redacted R.11(2)]

debbie.mccreath@alexander-dennis.com

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of DFMCSSEG@gov.scot <DFMCSEGE@gov.scot>

Sent: Thursday, March 20, 2025 4:36:51 PM

To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; DFMCSSEG@gov.scot <DFMCSEGE@gov.scot>

Cc: [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com>

Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

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Debbie,

Officials joining the meeting will be: [Redacted R.11(2)], Unit Head, Inward Investment Team, DITI, Scottish Government

Adrian Gillespie, Chief Executive, Scottish Enterprise

Best regards, [Redacted R.11(2)]

Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)] | **Email:** DFMCSSEG@gov.scot

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Sent: 19 March 2025 11:47
To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>
Cc: [Redacted R.11(2)] [[\[Redacted R.11\(2\)\]@alexander-dennis.com](mailto:[Redacted R.11(2)]@alexander-dennis.com)]
Subject: Re: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)]

For the briefing for Paul, can you confirm who from Scottish Government will be attending the meeting alongside the DFM?

Many thanks

Debbie



Debbie McCreath (she/her)
Group Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)] [[\[Redacted R.11\(2\)\]@alexander-dennis.com](mailto:[Redacted R.11(2)]@alexander-dennis.com)]
Sent: Wednesday, March 12, 2025 4:03 PM
To: DFMCSEG@gov.scot <DFMCSEG@gov.scot>
Cc: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)],

Thank you for the confirmation.

Kind regards, [Redacted R.11(2)]



[Redacted R.11(2)]
Group Marketing Manager

[Redacted R.11(2)]

[Redacted R.11(2)]@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot > **On Behalf Of** DFMCSEG@gov.scot

Sent: 12 March 2025 09:58

To: [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com >; DFMCSEG@gov.scot

Cc: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

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I have now issued a diary invitation containing a Microsoft Teams link for this meeting.

Thanks, [Redacted R.11(2)]

Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)] | **Email:** DFMCSEG@gov.scot

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From: [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com >

Sent: 11 March 2025 16:15

To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

Cc: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)],

Thank you for confirming the available time, this still suits my team.

Attendees at the meeting will be

1. Paul Soubry, President & CEO, NFI Group paul.soubry@nfigroup.com (attending virtually)
2. Debbie McCreath, External Affairs & Marketing Director, Alexander Dennis debbie.mccreath@alexander-dennis.com (attending in person)
3. Paul Davies, President and Managing Director, Alexander Dennis paul.davies@alexander-dennis.com (attending in person)

Will you be sending the official invite with Teams details?

Kind regards, [Redacted R.11(2)]



[Redacted R.11(2)]

Group Marketing Manager

[Redacted R.11(2)]

[Redacted R.11(2)]@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot > **On Behalf Of** DFMCSSEG@gov.scot

Sent: 11 March 2025 12:29

To: [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com>; DFMCSSEG@gov.scot

Cc: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

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The Deputy First Minister would be available to meet **13:00 – 13:30 Tuesday 25 March** in St Andrew's House or via Microsoft Teams.

Please can you confirm if this is suitable and confirm names and email addresses of all attendees?

Best regards, [Redacted R.11(2)]

Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)] | **Email:** DFMCSSEG@gov.scot

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From: [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com>
Sent: 10 March 2025 15:13
To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>
Cc: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)],

I hope your week started well. Could you please confirm if any of these dates / times would work for you?

Tuesday 25 March 13:00 – 14:00 or 15:00 – 16:00

Wednesday 26 March 13:00 – 17:00

Kind regards, [Redacted R.11(2)]



[Redacted R.11(2)]
Group Marketing Manager

[Redacted R.11(2)]

[Redacted R.11(2)]@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> **On Behalf Of** DFMCSEG@gov.scot
Sent: 07 March 2025 15:08
To: [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com>; DFMCSEG@gov.scot
Cc: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

CAUTION: This email originated from outside of Alexander Dennis. Do not click links or open attachments unless you recognise the sender and know the content is safe. If in doubt, please use the 'Phish Alert' button to report this mail [Redacted R.11(2)],

Thank you for getting back to me. Unfortunately, the Deputy First Minister is not available on Friday 21 March.

Are there any dates / times that would be suitable between 18 – 20 March or 25 – 27 March if possible?

Thank you, [Redacted R.11(2)]

Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)] | Email: DFMCSSEG@gov.scot

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From: [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com>

Sent: 07 March 2025 12:19

To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEGE@gov.scot>

Cc: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)],

Thank you for your patience. Would Friday 21st March at 15:00 work you?

Unfortunately, our Group's CEO from Canada won't be able to make the meeting in person in March, however Alexander Dennis CEO Paul Davies would still like to do the meeting in person and have the CEO from Canada join virtually, if that would be possible?

Many thanks, [Redacted R.11(2)]



[Redacted R.11(2)]
Group Marketing Manager

[Redacted R.11(2)]

[Redacted R.11(2)]@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]

Sent: 05 March 2025 16:51

To: DFMCSSEG@gov.scot

Cc: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)],

Thank you for following up on this. I apologise for the delayed feedback, I was on annual leave.

I'm exploring the availability with our Managing Director who is based in Larbert, Scotland and with the Group's CEO who is based in Winnipeg, Canada. I will get in touch as soon as possible.

Kind regards, [Redacted R.11(2)]



[Redacted R.11(2)]
Group Marketing Manager

[Redacted R.11(2)]

[Redacted R.11(2)]@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot > **On Behalf Of** DFMCSSEG@gov.scot

Sent: 05 March 2025 16:27

To: [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com >

Cc: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; DFMCSSEG@gov.scot

Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

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Please can we enquire whether a meeting in Parliament before the end of March would be a possibility?

If virtual would be easier to accommodate in this time frame then we are happy to explore this.

Thanks, [Redacted R.11(2)]

Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)] | **Email:** DPMCSEG@gov.scot

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From: [Redacted R.11(2)] [Redacted R.11(2)]@gov.scot > **On Behalf Of** Deputy First Minister and Cabinet Secretary for Economy & Gaelic

Sent: 27 February 2025 13:35

To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DPMCSEG@gov.scot>; [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com>

Cc: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)],

Apologies, updated with the correct month now.

Many thanks, [Redacted R.11(2)] (he/him)

Deputy Private Secretary

The Scottish Government | St Andrew's House , Regent Road, Edinburgh, EH1 3DG



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From: [Redacted R.11(2)] [Redacted R.11(2)]@gov.scot > **On Behalf Of** Deputy First Minister and Cabinet Secretary for Economy & Gaelic

Sent: 27 February 2025 13:34

To: [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com>

Cc: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>
Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)],

Thanks for following up.

Unfortunately those suggested dates wouldn't be possible due to the Parliamentary Recess period. Can I check if something the following week, possibly **30th April** might be possible in the morning?

Many thanks, [Redacted R.11(2)] (he/him)

Deputy Private Secretary

The Scottish Government | St Andrew's House, Regent Road, Edinburgh, EH1 3DG



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From: [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com>

Sent: 26 February 2025 09:09

To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

Cc: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)],

Unfortunately, Wednesday 23 April isn't an option anymore.

Available dates from our side are Monday 14 April, Thursday 17 April and Monday 21 April. Would any of these dates suit you?

Kind regards, [Redacted R.11(2)]



[Redacted R.11(2)]
Group Marketing Manager

[Redacted R.11(2)]

[Redacted R.11(2)]@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> **On Behalf Of** DFMCSEG@gov.scot
Sent: 25 February 2025 15:31
To: [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com>
Cc: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; DFMCSEG@gov.scot
Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

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The Deputy First Minister would be able to accommodate a visit **10:00 – 10:45 Wednesday 23 April** if this is still suitable?

Thanks, [Redacted R.11(2)]

Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)] | **Email:** DFMCSEG@gov.scot

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From: [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com>
Sent: 20 February 2025 09:17
To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>
Cc: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)],

Thank you for your patience. Unfortunately, our Group CEO Paul Soubry can't make the proposed date. I apologise about that.

Would some of these dates work for DFM 14 – 18 April or 21 – 23 April? If these won't work, could you please propose alternative dates?

Kind regards, [Redacted R.11(2)]



[Redacted R.11(2)]
Group Marketing Manager

[Redacted R.11(2)]

[Redacted R.11(2)]@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: 18 February 2025 12:00

To: DFMCSSEG@gov.scot; [Redacted R.11(2)] [Redacted R.11(2)]@alexander-dennis.com>

Cc: DFMCSSEG@gov.scot

Subject: Re: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)]

Thanks again for the understanding and flexibility on the date for the visit for the DFM and our Group CEO Paul Soubry.

We're still reviewing the dates internally, apologies for the delay on our end.

I'm away from today for a couple weeks, so the key point of contact for organising this important visit will be [Redacted R.11(2)] who I'm looping into this thread. [Redacted R.11(2)] will be in touch if any movement our side, thanks again for your patience.

Many thanks

Debbie



Debbie McCreath (she/her)
Group Marketing Director

[REDACTED R.11(2)]

debbie.mccreath@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of DFMCSEG@gov.scot <DFMCSEG@gov.scot>
Sent: Friday, February 14, 2025 11:13 AM
To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Cc: DFMCSEG@gov.scot <DFMCSEG@gov.scot>
Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

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Hi Debbie,

As discussed, if you were able to see whether the morning of **Wednesday 30 April** or **Thursday 1 May** were suitable and let me know?

Thanks, [Redacted R.11(2)]

Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)] | **Email:** DFMCSEG@gov.scot

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Sent: 14 February 2025 11:03
To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>
Subject: Re: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)]

Apologies I should have shared the correct number, best number for me is:

[Redacted R.11(2)]

Many thanks

Debbie



Debbie McCreath (she/her)
Group Marketing Director

[REDACTED R.11(2)]

debbie.mccreath@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: Thursday, February 13, 2025 11:50 AM

To: DFMCSSEG@gov.scot <DFMCSEGE@gov.scot>

Subject: Re: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Thanks [Redacted R.11(2)], confirming I have blocked out this slot for our discussion. Looking forward to chatting.

Many thanks

Debbie



Debbie McCreath (she/her)
Group Marketing Director

[REDACTED R.11(2)]

debbie.mccreath@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of DFMCSSEG@gov.scot <DFMCSEGE@gov.scot>

Sent: Thursday, February 13, 2025 11:29 AM

To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; DFMCSSEG@gov.scot <DFMCSEGE@gov.scot>

Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

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Hi Debbie,

Yes, I can give you a call at 11am tomorrow.

Thank you, [Redacted R.11(2)]

Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)] | **Email:** DFMCSSEG@gov.scot

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: 13 February 2025 10:50

To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEGE@gov.scot>

Subject: Re: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)]

A phone call would be super, as there are some considerations around timing I'd like to share as well.

I'm free after 2pm today if that is agreeable, if not I am also available tomorrow 11-12am, please let me know if either of these times work for you?

Many thanks

Debbie



Debbie McCreath (she/her)
Group Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of DFMCSSEG@gov.scot <DFMCSEGE@gov.scot>
Sent: Wednesday, February 12, 2025 4:42 PM
To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; DFMCSSEG@gov.scot <DFMCSEGE@gov.scot>
Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

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Hi Debbie,

If the priority is for DFM to visit the facility then please disregard Tuesday 11 March as an option, this time would just be for a meeting in Parliament.

Perhaps we can have a phone call tomorrow to discuss, just so I can highlight the considerations on our side?

Thanks, [Redacted R.11(2)]

Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)] | Email: DFMCSSEG@gov.scot

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Sent: 12 February 2025 16:27
To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>
Subject: Re: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)]

Many thanks for sending through this additional slot for consideration. Appreciate the flexibility, the location isn't the issue at all, we're still super keen to host the DFM at our facility. We're just trying to get diaries to align with travel plans as Paul Soubry is based in Winnipeg, Canada. I'll come back to you asap on the new option.

Many thanks

Debbie



Debbie McCreath (she/her)
Group Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of DFMCSEG@gov.scot <DFMCSEG@gov.scot>
Sent: Tuesday, February 11, 2025 5:31 PM
To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; DFMCSEG@gov.scot <DFMCSEG@gov.scot>
Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

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Debbie,

It would be easier for us to be flexible and accommodate a meeting if Paul was agreeable to meeting with DFM in Parliament?

DFM is available 15:10 – 15:40 Tuesday 11 March if this works?

Thanks, [Redacted R.11(2)]

Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)] | **Email:** DPMCSEG@gov.scot

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: 06 February 2025 19:22

To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

Subject: Re: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

Hi [Redacted R.11(2)]

Many thanks for suggesting this slot and responding so promptly.

Unfortunately Paul will now be unable to manage the 20th March.

Is there any possibility of a meeting during 4-7 March?

Many thanks

Debbie

Debbie McCreath

Group Marketing Director

Alexander Dennis [Redacted R.11(2)] [Redacted R.11(2)]

debbie.mccreath@alexander-dennis.com

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of DFMCSEG@gov.scot <DFMCSEG@gov.scot>

Sent: Monday, February 3, 2025 12:28:27 pm

To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; DFMCSEG@gov.scot <DFMCSEG@gov.scot>

Subject: RE: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

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Good afternoon,

The Deputy First Minister would be available to visit **09:15 – 10:00 Thursday 20 March** if this date is suitable for you? [Redacted R.11(2)]

Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic – Kate Forbes MSP

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)] | Email: DFMCSSEG@gov.scot

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: 31 January 2025 12:40

To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEGE@gov.scot>

Subject: Deputy First Minister and Cabinet Secretary for Economy and Gaelic meeting (Ref: 202500448558)

FAO [Redacted R.11(2)]

Hi [Redacted R.11(2)]

We are delighted that Kate Forbes MSP, Deputy First Minister and Cabinet Secretary for Economy and Gaelic is keen to meet with our group CEO Paul Soubry.

I'd like to put forward a week in March for consideration for the visit to Larbert which Paul Soubry can travel to Scotland for, w/c 17th March 2025.

Many thanks

Debbie



Debbie McCreath (she/her)
Group Marketing Director

[REDACTED R.11(2)]

debbie.mccreath@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

Document 5 - Email between First Minister's office and Alexander Dennis – 23 May 2025

From: [Redacted R.11(2)]@gov.scot> on behalf of First Minister
Sent on: Friday, May 23, 2025 7:42:52 PM
To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
CC: First Minister <FirstMinister@gov.scot>
Subject: Meeting with the First Minister ADL / NFI
Urgent: High

Good evening Debbie,

I hope you are well. Thank you for taking my call, as discussed the First Minister would like to undertake a meeting with Paul Soubry, President, NFI over the course of the weekend. You advised that 15:00 (BST) would be the most suitable time for Paul, apologies I have just been made aware that the First Minister has another engagement at that time tomorrow could you check if 19:00 (BST) would work for Paul, think that will be 1pm for him?

Many thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Deputy Private Secretary to the First Minister

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)]

The First Minister's box closes at 2pm, Monday to Friday. Further details, including preferences, can be found here.

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Document 6 - Email chain and briefing from Alexander Dennis

From: [Redacted R.11(2)]@gov.scot> on behalf of First Minister
Sent on: Sunday, May 25, 2025 6:34:25 PM
To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Subject: RE: Metting with the First Minister ADL / NFI

Sorry seems to be a small technically issues but seems to have resolved itself now.

Many thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Deputy Private Secretary to the First Minister

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)]

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From: Debbie McCreath
Sent: 25 May 2025 19:33
To: First Minister
Subject: Re: Metting with the First Minister ADL / NFI

Hi [Redacted R.11(2)]

Just checking this is the correct link to join below?

Microsoft Teams Need help?

Join the meeting now

Meeting ID: 324 060 282 573 0

Passcode: ug6FV989

Many thanks

Debbie



Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Sent: 25 May 2025 16:04
To: First Minister <FirstMinister@gov.scot>
Subject: Re: Meeting with the First Minister ADL / NFI

Hi [Redacted R.11(2)]

Please find attached a briefing from Alexander Dennis ahead of the call, apologies for the delay in sending this through.

We will additionally be joined by Michael Stewart, Finance Director at Alexander Dennis.

Many thanks

Debbie



Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: Debbie McCreath
Sent: Sunday, May 25, 2025 12:55 PM
To: FirstMinister@gov.scot
Subject: Re: Metting with the First Minister ADL / NFI

Hi [Redacted R.11(2)]

Thank you for confirming, that's great.

Many thanks

Debbie

Debbie McCreath

External Affairs and Marketing Director

Alexander Dennis [Redacted R.11(2)]

From: [Redacted R.11(2)]@gov.scot on behalf of FirstMinister@gov.scot
Sent: Sunday, May 25, 2025 12:10:41 PM
To: Debbie McCreath ; FirstMinister@gov.scot
Subject: RE: Metting with the First Minister ADL / NFI

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We have 1 hour if that works on your end?

Many thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Deputy Private Secretary to the First Minister

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)]

The First Minister's box closes at 2pm, Monday to Friday. Further details, including preferences, can be found here.

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From: Debbie McCreath
Sent: 25 May 2025 11:57
To: First Minister
Subject: Re: Meeting with the First Minister ADL / NFI

Hi [Redacted R.11(2)]

Thank you for the update regarding the Deputy First Minister.

Can you confirm how long you have in the diary for this call please?

Many thanks

Debbie

Debbie McCreath

External Affairs and Marketing Director

Alexander Dennis [Redacted R.11(2)]

From: [Redacted R.11(2)]@gov.scot on behalf of FirstMinister@gov.scot
Sent: Sunday, May 25, 2025 10:49:28 AM
To: FirstMinister@gov.scot ; Debbie McCreath
Subject: RE: Meeting with the First Minister ADL / NFI

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Morning Debbie,

The Deputy First Minister, Kate Forbes is also likely to be on the call this evening.

Many thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Deputy Private Secretary to the First Minister

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)]

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note of a Ministerial meeting, must be filed appropriately by the recipient. Private Offices do not keep official records of such e-mails or attachments.

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From: [Redacted R.11(2)] **On Behalf Of** First Minister

Sent: 24 May 2025 17:40

To: Debbie McCreath ; First Minister

Subject: RE: Metting with the First Minister ADL / NFI

Thank you,

Attending will be:

First Minister, John Swinney

Richard Rollison, Director

Colin Cook, Director of Economic Development

Adrian Gillespie, Scottish Enterprise

Colin McAllister , special advisor (TCB)

I will also be on the line.

Many thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Deputy Private Secretary to the First Minister

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)]

The First Minister's box closes at 2pm, Monday to Friday. Further details, including preferences, can be found [here](#).

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: 24 May 2025 15:08

To: First Minister <FirstMinister@gov.scot>

Subject: Re: Metting with the First Minister ADL / NFI

Hi [Redacted R.11(2)]

Full list attending from our side listed below, sorry for delay.

Please could you confirm who will all be joining from Scot Gov in addition to the First Minister?

Many thanks

Debbie

List of meeting attendees from NFI Group

1. Colin Robertson CBE, NFI Group Chair of the Board of Directors, and Operations and Technology Committee (Chair)
2. Paul Soubry, ICD.D, President and Chief Executive Officer, NFI Group
3. Paul Davies, President and Managing Director, Alexander Dennis
4. Debbie McCreath, External Affairs and Marketing Director, Alexander Dennis

Debbie McCreath

External Affairs and Marketing Director

Alexander Dennis [Redacted R.11(2)]

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of FirstMinister@gov.scot <FirstMinister@gov.scot>

Sent: Saturday, May 24, 2025 8:33:10 AM

To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; FirstMinister@gov.scot <FirstMinister@gov.scot>

Subject: RE: Metting with the First Minister ADL / NFI

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Morning Debbie,

Thank your for sorting that. I have copied the teams link below. Grateful if you could let me know who will be attending on your end.

Microsoft Teams Need help?

Join the meeting now

Meeting ID: 324 060 282 573 0

Passcode: ug6FV989

Many thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Deputy Private Secretary to the First Minister

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)]

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: 24 May 2025 06:46

To: First Minister <FirstMinister@gov.scot>

Subject: Re: Meeting with the First Minister ADL / NFI

Hi [Redacted R.11(2)]

Thanks for holding, confirming the 7:30pm slot our end.

Many thanks

Debbie

Debbie McCreath

External Affairs and Marketing Director

Alexander Dennis [Redacted R.11(2)]

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of FirstMinister@gov.scot <FirstMinister@gov.scot>

Sent: Friday, May 23, 2025 9:25:19 PM

To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; FirstMinister@gov.scot <FirstMinister@gov.scot>

Subject: RE: Meeting with the First Minister ADL / NFI

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No problem I have already popped a hold into our diary.

Many thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Deputy Private Secretary to the First Minister

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)]

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: 23 May 2025 21:23

To: First Minister <FirstMinister@gov.scot>

Subject: Re: Meeting with the First Minister ADL / NFI

Hi [Redacted R.11(2)]

Whilst we're waiting for full confirmation from our side, could we provisionally hold the option for 7:30pm Sunday for the meeting if possible please?

Many thanks

Debbie



Debbie McCreath (she/her)

External Affairs & Marketing Director

[REDACTED R.11(2)]

debbie.mccreath@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: Friday, May 23, 2025 9:06 PM

To: FirstMinister@gov.scot <FirstMinister@gov.scot>

Subject: Re: Meeting with the First Minister ADL / NFI

Hi [Redacted R.11(2)]

Just confirming our end, will be back in touch asap.

Many thanks

Debbie



Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of FirstMinister@gov.scot <FirstMinister@gov.scot>
Sent: Friday, May 23, 2025 8:53 PM
To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; FirstMinister@gov.scot <FirstMinister@gov.scot>
Subject: RE: Metting with the First Minister ADL / NFI

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Thanks Debbie,

Unfortunately the First Minister has an engagement 13:30 – 16:45 on the Sunday so we can not make 15:00. We could do later in the evening on the Sunday if there is any flexibility on your end to accommodate that from 19:30 onwards?

Many thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Deputy Private Secretary to the First Minister

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)]

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Sent: 23 May 2025 20:48

To: First Minister <FirstMinister@gov.scot>
Subject: Re: Meeting with the First Minister ADL / NFI

Hi [Redacted R.11(2)]

No worries at all, we're really tight on timings ourselves too, the option outlined below doesn't work for us either - apologies.

Could we do Sunday at 3pm by any chance?

The emails for the call would be

"Paul Soubry" <Paul.Soubry@nfigroup.com>

"Paul Davies" <paul.davies@alexander-dennis.com>

"Debbie McCreath" <debbie.mccreath@alexander-dennis.com>

Many thanks

Debbie



Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of FirstMinister@gov.scot <FirstMinister@gov.scot>
Sent: Friday, May 23, 2025 8:42 PM
To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Cc: FirstMinister@gov.scot <FirstMinister@gov.scot>
Subject: Meeting with the First Minister ADL / NFI

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Good evening Debbie,

I hope you are well. Thank you for taking my call, as discussed the First Minister would like to undertake a meeting with Paul Soubry, President, NFI over the course of the weekend. You advised that 15:00 (BST) would be the most suitable time for Paul, apologies I have just been made aware that the First Minister has another engagement at

that time tomorrow could you check if 19:00 (BST) would work for Paul, think that will be 1pm for him?

Many thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Deputy Private Secretary to the First Minister

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)]

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Document 7 – Briefing from Alexander Dennis

Briefing from Alexander Dennis

Ahead of a meeting on Sunday 25 May 13:30 CDT / 19:30 BST with the First Minister John Swinney MSP and Deputy First Minister Kate Forbes MSP.

Alexander Dennis & NFI Group attendees for 25 May 2025

Colin Robertson
CBE, NFI Group
Chair of the
Board of
Directors, and
Operations and
Technology
Committee
(Chair)

Paul Soubry,
ICD.D, President
and Chief
Executive
Officer, NFI
Group

Paul Davies,
President and
Managing
Director,
Alexander
Dennis

Michael Stewart,
Finance
Director,
Alexander
Dennis

Debbie
McCreath,
External Affairs
and Marketing
Director,
Alexander
Dennis



Executive Summary

Alexander Dennis has taken the strategic decision to restructure its approach to operations in the UK, due to a reduction in UK market share and ability to compete with current market conditions. The headline result following the review by management into Alexander Dennis is the closing of the Falkirk and Larbert factories, ending over 100 years of manufacturing in Scotland and the potential loss of 400 jobs. The Larbert head office will remain. A new strategic approach to UK operations will be applied through site consolidation into the English Scarborough site in North Yorkshire as the sole vehicle manufacturing facility in the UK. This decision follows 2024 restructuring that were resultant of the changes to business taxes, a short fall in orders and increase in Chinese competition. At present the proposed timeline to announce to staff and stakeholders is 28 May 2025.

Rationale behind the strategic decision

[Regulation 10(5)(e) - Confidentiality of commercial or industrial information]

There has been a significant increase in foreign competition, the expectation is Chinese bus manufacturers will hold 35% of the UK market by the end of 2025, which is a 25-point increase on 2024 where they held 10% of the market.

[Regulation 10(5)(e) - Confidentiality of commercial or industrial information]

[Regulation 10(5)(e) - Confidentiality of commercial or industrial information]

[Regulation 10(5)(e) - Confidentiality of commercial or industrial information]

UK bus market summary (April 2025)

As of April 2025, after an unusually busy month in March, market growth slowed again in April although year-to-date registrations are still up 18% year-on-year. The growth is driven entirely by international players, with all three UK bus manufacturers having registered fewer vehicles than in the same period of 2024. Despite this, Wrightbus continues to lead the market, with its 28% share closely followed by Alexander Dennis on 26% market share. UK manufacturers accounted for just 56% of the market as at April 2025, down from 83% in the same period of last year.

Summary of expected outcomes

Closure of the Scottish vehicle manufacturing sites, Larbert head office remains.

Single site consolidation for UK manufacturing in England.

[Regulation 10(5)(e) - Confidentiality of commercial or industrial information]

UK Government engagement

We do not yet have a meeting in diaries with UK Government despite our efforts, any assistance would be greatly received given the severity of the situation.

Communications around announcement

The Scottish Government will not be mentioned in the planned announcement for 28 May 2025, though we will be mentioning the challenging market and wider policy issues for UK manufacturers. We will ensure an advanced copy of any press notice is shared ahead of announcement.

Can anything be done to stop the proposed Scottish sites closing?
[Regulation 10(5)(e) - Confidentiality of commercial or industrial information]

Document 8 - Note of meeting held on 25 May 2025

READOUT OF CALL WITH NFI AND ALEXANDER DENNIS LTD, SUNDAY 25 MAY, 19:30-20:30

Attendees

First Minister

Deputy First Minister

Paul Soubry, President & CEO, NFI Group Inc.

Paul Davies, President and Managing Director, Alexander Dennis

Debbie McCreath, Group Marketing Director, Alexander Dennis

Michael Stewart, Finance Director, Alexander Dennis

Colin Robertson CBE - NFI Group chair of the Board of Directors, and Operations and Technology Committee (chair)

Colin Cook – SG Director of Economic Development

Richard Rollison, SG Director for International Trade and Investment

Adrian Gillespie – Scottish Enterprise, CEO

[Redacted R.11(2)] – SG Business Briefing Unit (BBU)

The First Minister welcomed everyone and highlighted the current situation is of enormous concern and asked what alternative proposal would be considered to avoid this decision.

Paul Soubry gave a brief overview:

- Financial impacts of the COVID years and the negative impact on ADL's growth strategy;
- Disappointment with the ScotZEB/ZEBRA programmes/no incentives to encourage UK bus operators to place orders with UK manufacturers;
- **Regulation 10(5)(e) - Confidentiality of commercial or industrial information**
- **Regulation 10(5)(e) - Confidentiality of commercial or industrial information**
- **Regulation 10(5)(e) - Confidentiality of commercial or industrial information**
- Planning a financial update to the market on Wednesday 28 May.

Paul Davies added further context:

- **Regulation 10(5)(e) - Confidentiality of commercial or industrial information**
- Noted the changes to the domestic market with China growing its market share from approx 5-10% to around 30-40% in 12 months;

- Consolidation to one site would reduce duplication of costs and overheads;
- Keen to start the 45 day consultation process to deal with the cost challenges identified from July onwards alongside the challenge of demand.

First Minister noted their concerns and highlighted the need to operate within a legal framework and within subsidy control rules. Referenced the Scottish Government pro-business approach outlined in the Programme for Government to deal with the turbulent global situation/volatility.

Highlighted the latest focus within Climate change agenda with decarbonisation of transport being an important element.

Adrian Gillespie highlighted the work that SE had been doing with ADL over 10 years including looking at options for a single site at Larbert; £13 million existing R&D grant (contingent on 520 jobs across the 2 sites); current request for £10 million R&D support; SMAS consultancy (fully funded) as well as support via **Regulation 10(5)(e) - Confidentiality of commercial or industrial information** . Overall support in the region of £30 million over 10 years. Highlighted the importance of having an R&D facility alongside manufacturing within ADL footprint in Scotland and the current focus of **Regulation 10(5)(e) - Confidentiality of commercial or industrial information** would pivot towards the current development.

Paul Soubry acknowledged the incredible support provided by SE but noted the challenge remains on costs versus volume/demand. He reiterated the lack of incentive for bus operators to buy from within Scotland and referenced Lothian Buses as buying from elsewhere (e.g. Volvo).

Colin Robertson added that **Regulation 10(5)(e) - Confidentiality of commercial or industrial information**.

First Minister noted that he was keen to explore options acknowledging the volatility and challenges around demand/orders but requested a couple of weeks to undertake this work.

Deputy First Minister referenced the positive discussions she had during her meeting in March 2025 and the important work being driven forward in Scotland around decarbonisation of transport and keen that manufacturing remains in Scotland. She noted the ongoing support ADL receives from SE around looking at efficiencies and keen to work with bus operators to see if demand can be drawn together.

Paul Soubry and Colin Robertson agreed to the request from FM and DFM to delay any decision for two weeks reiterating the key challenge of demand, efficiency and urgency.

Paul Soubry noted the meeting in the diary with DFM (5 June @11am) and FM confirmed that he would attend. He referenced the proposed update to markets (scheduled for 28 May) so agreed to use careful language around assessing options. Thanked FM and DFM for ongoing support and agreed to work with SE/**Regulation 10(5)(e) - Confidentiality of commercial or industrial information** over the next couple of weeks.

First Minister expressed his thanks and reiterated that the team would undertake the necessary due diligence and work over the next two weeks.

Document 9 - Email chain arranging meeting between First Minister and Deputy First Minister's offices and Alexander Dennis

From: [Redacted R.11(2)]@gov.scot> on behalf of First Minister

Sent on: Thursday, June 5, 2025 8:40:25 AM

To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; First Minister <FirstMinister@gov.scot>

CC: First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

Subject: RE: Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

Hi Debbie,

Likely to be the below:

First Minister

Deputy First Minister

Morna Cannon, Director of Low Carbon Economy

Adrian Gillespie, CEO at Scottish Enterprise

[Redacted R.11(2)], Private Secretary

Emily Mackintosh, Special Advisor

Thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Private Secretary to the First Minister

5th Floor | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

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From: Debbie McCreath

Sent: 05 June 2025 08:49

To: First Minister

Cc: First Minister ; Deputy First Minister and Cabinet Secretary for Economy & Gaelic

Subject: Re: Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

Hi [Redacted R.11(2)]

Can you confirm who will be attending from SG?

Many thanks

Debbie

Debbie McCreath

External Affairs and Marketing Director

Alexander Dennis [Redacted R.11(2)]

From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: Thursday, June 5, 2025 7:03:50 AM

To: FirstMinister@gov.scot <FirstMinister@gov.scot>

Cc: FirstMinister@gov.scot <FirstMinister@gov.scot>; DFMCSSEG@gov.scot <DFMCSEGA@gov.scot>

Subject: Re: Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

Hi [Redacted R.11(2)]

That is absolutely fantastic, thank you so much for accommodating. Hugely appreciated.

Many thanks

Debbie

Debbie McCreath

External Affairs and Marketing Director

Alexander Dennis [Redacted R.11(2)]

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of FirstMinister@gov.scot <FirstMinister@gov.scot>

Sent: Wednesday, June 4, 2025 8:38:48 PM

To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; FirstMinister@gov.scot <FirstMinister@gov.scot>

Cc: FirstMinister@gov.scot <FirstMinister@gov.scot>; DFMCSSEG@gov.scot <DFMCSEGA@gov.scot>

Subject: RE: Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

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Hi Debbie,

That should be ok, we are fairly limited on meeting rooms in our area of Parliament but you can use one of the minister's rooms from 11:30-12:00.

See you tomorrow.

Thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Private Secretary to the First Minister

5th Floor | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: 04 June 2025 20:25

To: First Minister <FirstMinister@gov.scot>

Cc: First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

Subject: Re: Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

Hi [Redacted R.11(2)]

Sorry for the last ask, but do you know if there is anywhere we could take an emergency call tomorrow in-between the meeting and FMQs inside the building?

UK Gov didn't show to a joint Ministerial meeting and have asked for a reschedule but is tomorrow at 11:30.

Many thanks

Debbie

Debbie McCreath

External Affairs and Marketing Director

Alexander Dennis [Redacted R.11(2)]

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of FirstMinister@gov.scot <FirstMinister@gov.scot>
Sent: Thursday, May 29, 2025 4:48:59 PM
To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Cc: FirstMinister@gov.scot <FirstMinister@gov.scot>; DFMCSEG@gov.scot <DFMCSEG@gov.scot>
Subject: RE: Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

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Good afternoon Debbie,

I attach the confirmation of your FMQ tickets.

Please note the requirement to show ID when collecting your tickets.

Many thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Diary Secretary

Office of the First Minister

5th Floor | St Andrews House | Regent Road | Edinburgh | EH1 3DG |

Please note that all meetings/engagements are subject to parliamentary business.

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From: [Redacted R.11(2)] [Redacted R.11(2)]@gov.scot> **On Behalf Of** First Minister
Sent: 29 May 2025 16:06
To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>
Subject: RE: Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

No I didn't explain it very well - many thanks for confirming those. Our team are sorting tickets and will confirm with you once booked.

Many thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Private Secretary to the First Minister

5th Floor | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: 29 May 2025 14:58

To: First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

Subject: Re: Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

Hi [Redacted R.11(2)]

Apologies, that was my misunderstanding.

Addresses are as follows -

Paul Soubry: [Redacted R.11(2)]; [Redacted R.11(2)]

Paul Davies: [Redacted R.11(2)].

Colin Robertson: [Redacted R.11(2)]

Debbie McCreath: [Redacted R.11(2)]

Many thanks

Debbie



Debbie McCreath (she/her)

External Affairs & Marketing Director

[REDACTED R.11(2)]

debbie.mccreath@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of FirstMinister@gov.scot <FirstMinister@gov.scot>

Sent: Thursday, May 29, 2025 12:18 PM

To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; FirstMinister@gov.scot <FirstMinister@gov.scot>; DFMCSEG@gov.scot <DFMCSEG@gov.scot>

Subject: RE: Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

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Hi Debbie,

The tickets won't be posted - they're collected at reception but the parliament ask for home addresses to enable us to book them.

Thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Private Secretary to the First Minister

5th Floor | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: 29 May 2025 12:16

To: First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

Subject: Re: Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

Hi [Redacted R.11(2)]

Many thanks for confirming, that is wonderful.

I'm just conscious of postal timings for Paul Soubry as he is located in Canada and leaves this weekend for the UK. Could we have these issued to another UK address on his behalf please?

Many thanks

Debbie



Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of FirstMinister@gov.scot <FirstMinister@gov.scot>
Sent: Thursday, May 29, 2025 11:11 AM
To: DFMCSSEG@gov.scot <DFMCSEGE@gov.scot>; Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Cc: FirstMinister@gov.scot <FirstMinister@gov.scot>
Subject: RE: Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

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Hi both,

Thanks for passing this on [Redacted R.11(2)].

Debbie - we have set aside 4 tickets for FMQs next Thursday for the public gallery but require the home addresses of those attending. This is the Scottish Parliament's policy. Are you able to provide these please and I will firm up the details?

To note, the meeting will now take place from 10-11am, with FMQs starting at 12pm, meaning you will have a gap but there is a public café in parliament you are able to use or you can explore the exhibition - Self-guided visits | Scottish Parliament Website.

Many thanks, [Redacted R.11(2)] [Redacted R.11(2)]

Private Secretary to the First Minister

5th Floor | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

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From: [Redacted R.11(2)] [Redacted R.11(2)]@gov.scot> **On Behalf Of** Deputy First Minister and Cabinet Secretary for Economy & Gaelic

Sent: 29 May 2025 09:19

To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Cc: First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

Subject: Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

Hi Debbie,

Yes, I can confirm those details are correct.

On your question regarding First Minister's Questions, I am copying in the First Minister's Private Office who are handling this and can answer your questions.

Many thanks, [Redacted R.11(2)]

Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic - Kate Forbes MSP

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)] | **Email:** DFMCSEG@gov.scot

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: 29 May 2025 08:59

To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

Subject: Re: 11:00 - 11:40 Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

Hi [Redacted R.11(2)]

For the meeting next week, can you confirm the following ref process?

- Address: The Scottish Parliament, Edinburgh, EH99 1SP

- Allow at least 20 minutes to get through Parliament security
- Once in the building, give names and meeting info to reception
- Stay in the waiting area until a member of the team comes to meet our party

The First Minister mentioned on Sunday's call about staying for FMQs, would that be the visitors gallery after the meeting?

Many thanks

Debbie



Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Sent: Wednesday, May 28, 2025 4:54 PM
To: DFMCSSEG@gov.scot <DFMCSEGE@gov.scot>
Subject: Re: 11:00 - 11:40 Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

Thanks [Redacted R.11(2)]!

I'll be in touch next week with a briefing on our current situation.

Many thanks

Debbie



Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of DFMCSEG@gov.scot <DFMCSEG@gov.scot>
Sent: Wednesday, May 28, 2025 4:48 PM
To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Cc: DFMCSEG@gov.scot <DFMCSEG@gov.scot>
Subject: RE: 11:00 - 11:40 Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

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Hi Debbie,

Thank you for confirming attendees and confirming you can accommodate the revised time of 10:00 - 11:00 during our phone call.

Best regards, [Redacted R.11(2)]

Assistant Private Secretary to the Deputy First Minister and Cabinet Secretary for Economy and Gaelic - Kate Forbes MSP

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

M: [Redacted R.11(2)] | Email: DFMCSEG@gov.scot

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From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Sent: 28 May 2025 08:33
To: Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>
Subject: Re: 11:00 - 11:40 Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

Thank you for sending this through.

Can I confirm I am ok to send the appointment to the following people on outlook?

List of meeting attendees from NFI Group

1. Colin Robertson CBE, NFI Group Chair of the Board of Directors, and Operations and Technology Committee (Chair) <colin@robertsoncampbell.com>

2. Paul Soubry, ICD.D, President and Chief Executive Officer, NFI Group
<Paul.Soubry@nfigroup.com>
3. Paul Davies, President and Managing Director, Alexander Dennis
<paul.davies@alexander-dennis.com>
4. Debbie McCreath, External Affairs and Marketing Director, Alexander Dennis

Many thanks

Debbie



Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]

debbie.mccreath@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: [Redacted R.11(2)]@gov.scot [Redacted R.11(2)]@gov.scot> on behalf of DFMCSSEG@gov.scot <DFMCSEGE@gov.scot>

Sent: Monday, May 26, 2025 4:04 PM

To: DFMCSSEG@gov.scot <DFMCSEGE@gov.scot>; Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Subject: 11:00 - 11:40 Meeting: First Minister / Deputy First Minister / Paul Soubry, President and Chief Executive Officer, NFI Group

When: Thu 6/5/2025 S11:00 AM - 11:40 AM

Where: The Scottish Parliament, Edinburgh, EH99 1SP

CAUTION: This email originated from outside of Alexander Dennis. Do not click links or open attachments unless you recognise the sender and know the content is safe. If in doubt, please use the 'Phish Alert' button to report this mail

Please accept this invitation as confirmation of your meeting with the Deputy First Minister.

Please do not forward on this invitation to additional attendees without the prior permission of the Deputy First Minister's Private Office.

You may wish to allow sufficient time to pass through security when entering The Scottish Parliament. Once through security, please report to the Visitor's Reception Desk to inform them you have a meeting with the Deputy First Minister. A member of the Deputy First Minister's Private Office will then meet you to escort you to your meeting.

For more information on visiting The Scottish Parliament, please visit: <https://www.parliament.scot/visit/plan-your-visit>

If you have any issues, please do not hesitate to get in contact via DFMCSSEG@gov.scot

Document 10 - Email chain between Alexander Dennis and Scottish Government

From: [Redacted R.11(2)]@gov.scot> on behalf of First Minister

Sent on: Monday, June 9, 2025 11:15:20 AM

To: Debbie McCreath <debbie.mccreath@alexander-dennis.com>; Paul Soubry - NFI <paul.soubry@nfigroup.com>; Paul Davies <paul.davies@alexander-dennis.com>

CC: Colin Robertson <colin@robertsoncampbell.com>; Adrian Gillespie <adrian.gillespie@scotent.co.uk>; Colin McAllister <Colin.McAllister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>; First Minister <FirstMinister@gov.scot>; John Webster <John.Webster@gov.scot>

Subject: RE: Alexander Dennis pausing decision by 48h

Good afternoon,

Please see below from the First Minister.

I understand that you have been in contact with my officials this morning and I am really grateful to you for agreeing to suspend your planned announcement for 48 hours.

We will use that time to undertake some rapid work with our partners to look at further options that might help retain the skills base in the Scottish operation and I have asked my team to ensure that you are kept updated as this urgent work progresses.

Thank you again for your commitment to engaging with us at this challenging time.

Thank you for keeping us updated, please continue to do so and let me know if you need anything from the First Minister's office over the next few days.

Best, [Redacted R.11(2)] [Redacted R.11(2)]

Private Secretary to the First Minister

5th Floor | St Andrew's House | Regent Road | Edinburgh | EH1 3DG

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From: Debbie McCreath

Sent: 09 June 2025 11:25

To: First Minister ; Deputy First Minister and Cabinet Secretary for Economy & Gaelic

Cc: Colin Robertson ; Paul Soubry - NFI ; Adrian Gillespie ; Colin McAllister ; Paul Davies

Subject: Alexander Dennis pausing decision by 48h

Importance: High

Dear First Minister and Deputy First Minister

I am writing to share that Alexander Dennis is pausing the announcement by 48h, the press notice is now embargoed until 11th June at 13:10.

Many thanks

Debbie

EMBARGOED UNTIL 11 JUNE 2025 13:10

Press release

Alexander Dennis announces consultation on UK manufacturing strategy

Larbert, United Kingdom - 11th June 2025: (TSX: NFI, OTC: NFYEF, TSX: NFI.DB) **Alexander Dennis, a subsidiary of NFI Group Inc., a leader in bus mobility solutions, today announced it is entering into a consultation on a new strategy for its UK manufacturing operations. The refocused strategy results from the completion of a detailed business review and is intended to adjust the business to changing market dynamics.**

Under the consultation, Alexander Dennis will look at consolidating its UK bus body manufacturing operations into a single site in Scarborough, England. Its Scottish based manufacturing in Falkirk, which has already been reduced in recent years, would be discontinued and the site closed. Production lines at Larbert would be suspended upon the completion of current contracts.

This proposed structure will lower overall costs, deliver clearer responsibilities and increase efficiency by removing duplicate functions and activities.

The statutory consultation places up to 400 roles at Alexander Dennis at potential risk of redundancy. This represents approximately 22% of Alexander Dennis' workforce and 4% of NFI's global workforce.

The company expects a follow-on impact in its domestic supply chain, where it has spent over £1bn in the last five years with its 1,000 suppliers in all parts of the UK. For every job in bus manufacturing, there is a multiplier of three to four jobs in the wider supply chain and support services.

Alongside the new manufacturing strategy, Alexander Dennis is making changes to the structure and management of key customer support teams to drive a clearer focus on quality and reliability, delivery to targets, and communications.

Paul Davies, Alexander Dennis President & Managing Director, said: "We are proposing a new UK manufacturing strategy to underpin financial sustainability and lower operating costs in the face of changing and challenging market dynamics.

"Together with our parent NFI Group, we are extremely proud of our UK history and legacy dating back to 1895 and firmly believe in our people, products and business. We must take significant action to drive efficiency to allow our operating model to be competitive. It is extremely regrettable that as part of this, we must place jobs at potential risk of redundancy and propose to cease manufacturing operations at some of our facilities.

"While stakeholders have been sympathetic of the situation, the stark reality is that current UK policy does not allow for the incentivisation or reward of local content, job retention and creation, nor does it encourage any domestic economic benefit. We have warned of the competitive imbalance for some time and would like to see policy and legislative changes that incentivise the delivery of local benefit where taxpayer money is invested. We strongly believe funding that supports public transport should lead to investment in local jobs, domestic supply chains, technology creation and a recurrent tax base.

"It is our hope that the forthcoming industrial strategy will provide reassurance that there is value in manufacturing within the borders of the UK and we remain hopeful of policy and legislative changes that increase the UK's focus on support for domestic manufacturing. Our new strategy would allow us to respond appropriately to increase local production if structural changes are made."

Notes to editors

Images

High resolution images are available for download from the Alexander Dennis website at alexander-dennis.com/news.

About NFI

Leveraging 450 years of combined experience, NFI offers a wide range of propulsion agnostic bus and coach platforms, including market leading electric models. Through its low- and zero-emission buses and coaches, infrastructure, and technology, NFI meets today's urban demands for scalable smart mobility solutions. Together, NFI is enabling more livable cities through connected, clean, and sustainable transportation.

With nearly 9,000 team members in ten countries, NFI is a leading global bus manufacturer of mass mobility solutions under the brands New Flyer® (heavy-duty transit buses), MCI® (motorcoaches), Alexander Dennis Limited (single- and double-deck buses), , ARBOC® (low-floor cutaway and medium-duty buses), and NFI PartsT. NFI currently offers the widest range of sustainable drive systems available, including zero-emission electric (trolley, battery, and fuel cell), natural gas, electric hybrid, and clean diesel. In total, NFI supports its installed base of over 100,000 buses and coaches

around the world. NFI's common shares trade on the Toronto Stock Exchange (TSX) under the symbol NFI and its convertible unsecured debentures trade on the TSX under the symbol NFI.DB. News and information is available at www.nfigroup.com, www.newflyer.com, www.mcicoach.com, www.nfi.parts, www.alexander-dennis.com, www.arbocsv.com, and www.carfaircomposites.com.

About Alexander Dennis

Alexander Dennis is a leading manufacturer of double-deck and lightweight buses. The company's next-generation zero-emission buses are tailored to operators' requirements and have been independently confirmed to be among the most efficient in the market. In addition to battery-electric and hydrogen-fuel cell vehicles, Alexander Dennis offers low-emission buses that use advanced load management to deliver competitive total cost of ownership for customers. All Alexander Dennis products are backed up by comprehensive AD24 aftermarket support including parts, field service, workshops, technical publications, training and the AD Connect telematics suite.

Alexander Dennis builds on 130 years of heritage and today has team members at 16 facilities in nine countries as well as partner locations. It is a proud part of leading independent global bus and coach manufacturer NFI Group. Further information is available at alexander-dennis.com.

Media and investor relations contacts

For Alexander Dennis media enquiries, please contact:

Debbie McCreath, [Redacted R.11(2)] [Redacted R.11(2)], [Redacted R.11(2)]
press@alexander-dennis.com

For NFI enquiries, please contact: [Redacted R.11(2)], [Redacted R.11(2)]

stephen.king@nfigroup.com

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Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: Monday, June 9, 2025 10:30 AM

To: firstminister@gov.scot <firstminister@gov.scot>; dfmcseg@gov.scot <dfmcseg@gov.scot>

Cc: Colin Robertson <colin@robertsoncampbell.com>; Paul Soubry - NFI

<paul.soubry@nfigroup.com>; Adrian Gillespie

<adrian.gillespie@scotent.co.uk>; colin.mcallister@gov.scot <colin.mcallister@gov.scot>; Paul Davies <paul.davies@alexander-dennis.com>

Subject: Re: Alexander Dennis Update

Dear First Minister and Deputy First Minister

As promised in the communication from Paul Davies on 7 June, please find a copy of the embargoed press release from Alexander Dennis below, the embargo lifts at 13:10 today.

Many thanks

Debbie

EMBARGOED UNTIL 09 JUNE 2025 13:10

Press release

Alexander Dennis announces consultation on UK manufacturing strategy

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"It is our hope that the forthcoming industrial strategy will provide reassurance that there is value in manufacturing within the borders of the UK and we remain hopeful of policy and legislative changes that increase the UK's focus on support for domestic manufacturing. Our new strategy would allow us to respond appropriately to increase local production if structural changes are made."

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around the world. NFI's common shares trade on the Toronto Stock Exchange (TSX) under the symbol NFI and its convertible unsecured debentures trade on the TSX under the symbol NFI.DB. News and information is available at www.nfigroup.com, www.newflyer.com, www.mcicoach.com, www.nfi.parts, www.alexander-dennis.com, www.arbocsv.com, and www.carfaircomposites.com.

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Debbie McCreath, [Redacted R.11(2)] [Redacted R.11(2)], [Redacted R.11(2)]
press@alexander-dennis.com

For NFI enquiries, please contact:

Stephen King, [Redacted R.11(2)]
stephen.king@nfigroup.com

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Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

From: Paul Davies <paul.davies@alexander-dennis.com>

Sent: Saturday, June 7, 2025 3:20 PM

To: firstminister@gov.scot <firstminister@gov.scot>; dfmcseg@gov.scot <dfmcseg@gov.scot>

Cc: Colin Robertson <colin@robertsoncampbell.com>; Paul Soubry - NFI

<paul.soubry@nfigroup.com>; Adrian Gillespie

<adrian.gillespie@scotent.co.uk>; colin.mcallister@gov.scot <colin.mcallister@gov.scot>; Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Subject: Alexander Dennis Update

Dear First Minister and Deputy First Minister,

On behalf of NFI Group Board Chair Colin Robertson, President and CEO Paul Soubry and the nearly 1,800 UK based employees of Alexander Dennis, I want to sincerely thank you for your time, personal engagement and incredible support over these past few months and more specifically during the last two weeks. We are extremely grateful to you both personally for just how much time you have invested in Alexander Dennis. Copied on this note is Scottish Enterprise, whom we also want to thank for their herculean efforts to support our company during this time.

Unfortunately, we have come to the conclusion that we are out of time, out of runway, and do not have the ability to continue funding losses and financially bridge the gap for yet another pause period to announce the consultation on a site consolidation strategy. I do hope you can understand the real financial pressures we find ourselves under and why we have had to take this difficult decision.

The decision to go into consultation has not been made lightly. Together with our stakeholders, we remain committed to the UK market but we must see clear policy direction in the UK Government's Industrial Strategy for the domestic bus manufacturing challenges to be addressed due to the inequitable structural dynamics against competitors who import product with negligible domestic economic or tangible social benefit. It is our opinion that there is a clear and urgent need for meaningful reform to UK procurement rules that place a greater emphasis on local jobs and content, especially when taxpayer money is deployed.

NFI and Alexander Dennis remain proud of and committed to UK manufacturing and stand ready to respond should future policy changes level the playing field for competitiveness. For now, this announced Alexander Dennis strategic restructuring represents the most responsible path to safeguard the long-term future of our business, protect remaining jobs, and maintain a sustainable presence across the UK.

Alexander Dennis will be formally announcing the consultation on Monday 9 June at 13:00 BST, first to its staff population, before any external communications which will comprise of a press release and a note to stakeholders.

We want to be very clear that this does not mean the door is closed regarding our future in Scotland. We will remain actively engaged on the options proposed in the 5 June 2025 meeting and would like to pursue the offer in the ministerial letter last night to jointly engage with both the Scottish and UK Governments, as this could allow us to

reconsider our position during the 45-day consultation period. If you were to be open to this proposition, we would be most grateful.

We will share an embargoed and confidential copy of our press release this weekend, for your awareness, but would like to assure you that the challenges mentioned are UK specific and do not mention Scotland or the Scottish Government. I will also be writing to the UK Government Ministers to make them aware of our decision.

NFI Group and Alexander Dennis remain committed to ongoing dialogue and collaboration in order to build a thriving, competitive and sustainable Scottish bus industry.

If you would like to meet to discuss the consultation decision, please let me know and I will respond with the utmost urgency to find a suitable time.

Regards

Paul Davies

CC: Colin Robertson, Chair of the Board, NFI Group Inc.

Paul Soubry, President and CEO, NFI Group Inc.

Adrian Gillespie, Chief Executive, Scottish Enterprise

Colin McAlister, Chief of Staff to the First Minister



Paul Davies

President & Managing Director

[REDACTED R.11(2)]

paul.davies@alexander-dennis.com

Alexander Dennis

9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

Document 11 - Email and attachment providing update from Alexander Dennis

From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent: 05 June 2025 16:04

To: First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

Cc: Colin McAllister <Colin.McAllister@gov.scot>; Adrian Gillespie <adrian.gillespie@scotent.co.uk>

Subject: Alexander Dennis follow up: Summary from UK Ministerial call & proposed legislation to allow UK content

Dear First Minister and Deputy First Minister,

Thank you again for your time earlier today to discuss the options for Alexander Dennis, we cannot restate how welcome the support and response has been from the Scottish Government and Scottish Enterprise.

I am following up with -

1. Summary of the call with UK Government Minister for Industry - *below this email*

2. Proposed legislation that would reform the Subsidy Control Act as it relates to supporting local content requirements - *attached document*.

Note, the paper includes two legislative drafting options for amending Section 17 ("Use of domestic goods or services") of the Subsidy Control Act 2022 (UKPGA 2022 c. 23) are outlined in this document. Both Explanatory Memorandum and Draft Statutory Instruments are included in the briefing.

Many thanks

Debbie

+++

UK Government Minister for Industry summary of call

Alexander Dennis and NFI Group representatives outlined the current challenges in a UK market context and through the international Canada/US perspective.

The Minister for Industry asked a series of questions relating to the business of Alexander Dennis, the bus industry and the company's customer base in the UK. Additional follow up included whether anything announced in the spending review transport allocations would benefit the company (note, all pre-announced projects), as well as whether a Trade Remedies Investigation had been considered (note, this had been considered at length with the Minister's department last year but proved too costly for the company).

The Minister shared that there were overlapping issues with UK steel procurement and that the UK Government was looking at options for procurement change. The clean industry bonus was mentioned as a method of incentivising UK spend but no commitment to expand this further.

The Minister closed the call by committing to speak to both the Secretary of State for Scotland and the Minister for Local Transport for a read out from the meeting held on 4 June, and to find out what the current thinking was and if any distress support measures were being considered.



Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

- **Legislative reform of the Subsidy Control Act 2022**

This paper includes **two legislative drafting options** for amending **Section 17 ("Use of domestic goods or services")** of the **Subsidy Control Act 2022** (UKPGA 2022 c. 23) are outlined in this document. Both Explanatory Memorandum and Draft Statutory Instruments are included in this briefing that cover proposed amendments to Section 17 of the Subsidy Control Act 2022.

Included in this briefing –

- I. Option 1: Add a Specific Exemption for Buses
- II. Option 2: Repeal and Replace Section 17 to Allow Prioritisation of Domestic Producers
- III. Explanatory Memorandum to the Subsidy Control (Amendment of Section 17) Regulations 2025
- IV. Draft Statutory Instrument (SI)

I. Option 1: Add a Specific Exemption for Buses

Objective: Amend Section 17 to permit the use of local content requirements where subsidies are used to purchase or operate buses in the UK, without breaching the prohibition on domestic preference.

Proposed Amendment

Section 17(3)(c) [new paragraph inserted]:

(3) Subsection (1) does not apply to a subsidy decision in respect of which—

(c) the subsidy is granted for the acquisition, operation, or support of bus vehicles that are purchased for use primarily within the United Kingdom, and—

(i) the subsidy contributes to the public good, including environmental and transport policy objectives, and

(ii) the subsidy does not preclude bids from foreign suppliers but permits weighting criteria that take into account lifecycle emissions, UK-based servicing, or training benefits.

Explanatory Note:

This introduces a narrow exemption for UK bus purchases, enabling authorities to include criteria that favour domestic producers indirectly (e.g. local servicing) while staying broadly WTO-compliant.

II. Option 2: Repeal and Replace Section 17 to Allow Prioritisation of Domestic Producers

Objective: Replace Section 17 entirely to allow for explicit preference for domestic goods or services, such as favouring UK manufacturers in procurement linked to subsidies.

Proposed Full Rewrite

Section 17 – Use of Domestic Goods or Services

(1) A subsidy may be granted subject to conditions that promote or prioritise the use of goods or services originating in the United Kingdom, where such conditions are—

(a) consistent with the United Kingdom’s international obligations, and
(b) necessary to achieve legitimate public policy objectives, including but not limited to:

- (i) economic resilience,
- (ii) environmental sustainability,
- (iii) national security, or
- (iv) regional development.

(2) The Secretary of State may issue regulations specifying the circumstances and sectors in which such conditions may be lawfully applied.

(3) In interpreting this section, regard shall be had to relevant trade agreements to which the United Kingdom is a party, including any exceptions therein relating to public procurement or subsidies.

Explanatory Note:

This approach replaces the prohibition in Section 17(1) and empowers public bodies to prioritise domestic producers when aligned with public interest goals. The discretion is bounded by international commitments and regulatory oversight.

III. Explanatory Memorandum to the Subsidy Control (Amendment of Section 17) Regulations 2025

Made: [To be inserted]

Laid before Parliament: [To be inserted]

Coming into force: [To be inserted]

Issued by: Department for Business and Trade (or relevant sponsoring department)

1. Purpose of the Instrument

This instrument amends Section 17 of the Subsidy Control Act 2022 in two ways:

Introduces a targeted exemption allowing subsidies linked to bus procurement and operation within the United Kingdom to include local content or performance-based conditions.

Provides for a replacement version of Section 17, enabling prioritisation of domestic goods and services in subsidised projects under defined circumstances, where this aligns with UK public policy goals and international obligations.

2. Legislative Context

Section 17 of the Subsidy Control Act 2022 currently prohibits subsidy schemes from requiring the use of domestic goods or services over imported alternatives. This broadly implements the UK's obligations under the World Trade Organization's Agreement on Subsidies and Countervailing Measures (ASCM) and various free trade agreements (FTAs).

The amendment recognises that strategic sectors—such as zero-emission bus manufacturing—require tailored flexibility to align industrial policy, regional growth, and net zero objectives.

3. Policy Background

3.1 Strategic Importance of Bus Manufacturing

The UK bus manufacturing sector represents a high-value, export-capable industry that supports regional economies (e.g. Falkirk, Scarborough, Ballymena). Supporting this sector through targeted subsidies can:

- Accelerate the rollout of zero-emission vehicles
- Strengthen domestic supply chains and R&D capacity
- Support the Government's Net Zero Strategy and Levelling Up agenda

Current restrictions in Section 17 are viewed as overly rigid for transport policy and industrial support measures.

3.2 Enabling Fair Domestic Preference

Replacing Section 17 with a new provision gives public authorities discretion—within the bounds of the UK's international commitments—to apply public interest-based prioritisation of domestic producers in key sectors.

- This aligns with international precedents, including:
 - Exceptions for national security, environmental protection, and development in WTO rules
- Local content rules used under US and Canadian subsidy regimes

- Provisions under the Trade and Cooperation Agreement (TCA) that permit public policy-based interventions in non-covered areas

4. Explanation of the Provisions

4.1 Bus Exemption Clause

A new paragraph is added to Section 17(3), permitting subsidies for the purchase or operation of buses in the UK to incorporate performance-based domestic criteria (e.g. carbon footprint, local servicing). This does not mandate domestic origin but allows indirect factors that support local industry and sustainability.

4.2 Full Replacement of Section 17

The substituted Section 17 allows for subsidy conditions to **prioritise UK goods or services** where:

- It serves a legitimate public policy objective
- It complies with applicable international obligations
- It is subject to guidance or regulation from the Secretary of State

This does not create an automatic domestic preference, but empowers subsidy granters to consider UK supply chain resilience, net zero alignment, or economic security when appropriate.

5. Impact Assessment

A full Regulatory Impact Assessment has not been prepared as this measure:

- Does not impose additional burdens on business
- Expands flexibility for subsidy design in targeted sectors
- Will be applied only where consistent with trade obligations

The net effect is to enhance the competitiveness of UK-based manufacturers in key sectors without breaching trade law.

6. Monitoring and Review

The Secretary of State will retain the power to issue **sector-specific guidance** or regulations under the new Section 17(2). These will clarify acceptable practices and be subject to periodic review and consultation with devolved administrations and industry stakeholders.

7. Contact

Enquiries about the content of this memorandum should be directed to:
[Policy Lead Name]

Department for Business and Trade
Email: [Insert]
Telephone: [Insert]

IV. Draft Statutory Instrument (SI)

2025 No. [xxxx]

Subsidy Control

The Subsidy Control (Amendment of Section 17) Regulations 2025

Made ---- [Date]

Laid before Parliament ---- [Date]

Coming into force ---- [Date]

The Secretary of State, in exercise of the powers conferred by section 89(1) of the Subsidy Control Act 2022, and having had regard to the United Kingdom’s international obligations, makes the following Regulations:

Citation and commencement

1.(1) These Regulations may be cited as the Subsidy Control (Amendment of Section 17) Regulations 2025.

(2) These Regulations come into force on [insert date].

Amendment of the Subsidy Control Act 2022

2.(1) The Subsidy Control Act 2022 is amended as follows.

Bus Exemption Amendment

(2) In section 17 (Use of domestic goods or services), after subsection (3)(b), insert—

“(c) the subsidy is provided for the purchase, operation, or maintenance of buses for use primarily within the United Kingdom, and—

(i) the conditions attached to the subsidy are intended to support environmental objectives, public transport provision, or the development of the UK bus manufacturing sector; and

(ii) the subsidy does not expressly require the use of goods or services originating in the United Kingdom but may include assessment criteria that reflect whole-life environmental performance, domestic maintenance or servicing capabilities, or regional economic impacts.”

Replacement of Section 17 (optional – for broader reform)

(3) Alternatively, Section 17 is repealed and replaced with the following—

“17—Use of domestic goods or services

(1) A subsidy may be made subject to conditions that promote or prioritise the use of goods or services originating in the United Kingdom, where such conditions—

(a) pursue legitimate public policy objectives, including but not limited to—

- (i) environmental protection,
- (ii) national security,
- (iii) industrial resilience, or
- (iv) regional economic development; and

(b) are consistent with the United Kingdom’s international obligations.

(2) The Secretary of State may by regulations specify sectors, thresholds, or circumstances in which such conditions may be lawfully applied.

(3) Guidance may be issued under section 79 to support the implementation of this section.”

(4) If subsection (3) is commenced, subsection (2) shall not apply.

Review

The Secretary of State must conduct a review of the operation and effect of these Regulations within 3 years of their coming into force and publish the conclusions of that review.

Signed by authority of the Secretary of State for Business and Trade,

[Name]

Minister of State

Department for Business and Trade

[Date]

Document 12 - Email from Alexander Dennis to First Minister and Deputy First Minister

From: Paul Soubry <Paul.Soubry@nfigroup.com>

Sent on: Wednesday, June 11, 2025 5:23:03 PM

To: First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

CC: adrian.gillespie@scotent.co.uk; Colin McAllister <Colin.McAllister@gov.scot>

Subject: NFI Follow Up

First Minister and Deputy First Minister,

I made it home safe and sound from your beautiful country on Friday night. So, greetings from Canada.

By now, you are aware that Alexander Dennis proceeded with the Scottish consultation announcement. I completely understand that this puts serious public attention and media pressure on your government. For that I sincerely apologize. Your personal involvement and support has been incredible and we are truly grateful.

Our stark financial reality had to be addressed, and all we seek is a level playing field to compete against low cost global importers who are not held to the same standard. You have my word, that we will do everything in our power to work aggressively and transparently with your government, Scottish Enterprise, the UK government, our customers and our trade unions to seek a better solution for all than what has been announced. As we often hear, "It isn't over, until it's over!"

Kind Regards,

Paul

Paul Soubry

President & CEO

NFI GROUP INC. [Redacted R.11(2)]

paul.soubry@nfigroup.com

Document 13 - Email from Alexander Dennis to First Minister and Deputy First Minister

From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>
Sent on: Wednesday, June 11, 2025 3:45:43 PM
To: First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>
CC: colin@robertsoncampbell.com; Paul Soubry - NFI <paul.soubry@nfigroup.com>; adrian.gillespie@scotent.co.uk; Colin McAllister <Colin.McAllister@gov.scot>; Paul Davies <paul.davies@alexander-dennis.com>
Subject: Alexander Dennis update - 11 June eod

Dear First Minister and Deputy First Minister,

We're sharing a proactive update from our end on how the announcement landed.

- All staff are now aware of the consultation process, with impacted functions aware of their current position.
- We opted to send all factory workers home at Falkirk and Larbert due to the nature of the announcement
- The mood is definitely sombre internally given the emotionally charged situation
- **Regulation 10(5)(e) - Confidentiality of commercial or industrial information**

We will endeavour to continue to share an update from our side frequently throughout this consultation period.

Many thanks

Debbie

Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

Document 14 - Email from Alexander Dennis to First Minister and Deputy First Minister

From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent on: Wednesday, June 11, 2025 9:31:42 AM

To: First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

CC: colin@robertsoncampbell.com; Paul Soubry - NFI <paul.soubry@nfigroup.com>; adrian.gillespie@scotent.co.uk; Colin McAllister <Colin.McAllister@gov.scot>; Paul Davies <paul.davies@alexander-dennis.com>

Subject: Re: Alexander Dennis Update

Dear First Minister and Deputy First Minister

I am sharing the embargoed copy of the Alexander Dennis press release that details the company's intent to start consultation today. The embargo lifts at 13:10 today, and this follows an all staff town hall at 13:00.

I am aware of the unfortunate timing regarding UK Government plans for today, however we have shared with UK Government the company's position that the timing was not intentional for today, nor was it our intent to cause any offence with the timing.

We look forward to continuing engagement with Scottish Government and Scottish Enterprise during the consultation, and we are hugely grateful for the time and effort over these past few weeks to explore every possible option for Alexander Dennis.

Many thanks

Debbie

Debbie McCreath (she/her)
External Affairs & Marketing Director

[REDACTED R.11(2)]
debbie.mccreath@alexander-dennis.com

Alexander Dennis
9 Central Boulevard, Central Park,
Larbert, FK5 4RU, United Kingdom

EMBARGOED UNTIL 11 JUNE 2025 13:10

Press release

Alexander Dennis announces consultation on UK manufacturing strategy

Larbert, United Kingdom – 11th June 2025: (TSX: NFI, OTC: NFYEF, TSX: NFI.DB) **Alexander Dennis, a subsidiary of NFI Group Inc., a leader in bus mobility solutions, today announced it is entering into a consultation on a new strategy for its UK manufacturing operations. The refocused strategy results from the completion of a detailed business review and is intended to adjust the business to changing market dynamics.**

Under the consultation, Alexander Dennis will look at consolidating its UK bus body manufacturing operations into a single site in Scarborough, England. Its Scottish based manufacturing in Falkirk, which has already been reduced in recent years, would be discontinued and the site closed. Production lines at Larbert would be suspended upon the completion of current contracts.

This proposed structure will lower overall costs, deliver clearer responsibilities and increase efficiency by removing duplicate functions and activities.

The statutory consultation places up to 400 roles at Alexander Dennis at potential risk of redundancy. This represents approximately 22% of Alexander Dennis' workforce and 4% of NFI's global workforce.

The company expects a follow-on impact in its domestic supply chain, where it has spent over £1bn in the last five years with its 1,000 suppliers in all parts of the UK. For every job in bus manufacturing, there is a multiplier of three to four jobs in the wider supply chain and support services.

Alongside the new manufacturing strategy, Alexander Dennis is making changes to the structure and management of key customer support teams to drive a clearer focus on quality and reliability, delivery to targets, and communications.

Paul Davies, Alexander Dennis President & Managing Director, said: "We are proposing a new UK manufacturing strategy to underpin financial sustainability and lower operating costs in the face of changing and challenging market dynamics.

"Together with our parent NFI Group, we are extremely proud of our UK history and legacy dating back to 1895 and firmly believe in our people, products and business. We

must take significant action to drive efficiency to allow our operating model to be competitive. It is extremely regrettable that as part of this, we must place jobs at potential risk of redundancy and propose to cease manufacturing operations at some of our facilities.

“While stakeholders have been sympathetic of the situation, the stark reality is that current UK policy does not allow for the incentivisation or reward of local content, job retention and creation, nor does it encourage any domestic economic benefit. We have warned of the competitive imbalance for some time and would like to see policy and legislative changes that incentivise the delivery of local benefit where taxpayer money is invested. We strongly believe funding that supports public transport should lead to investment in local jobs, domestic supply chains, technology creation and a recurrent tax base.

“It is our hope that the forthcoming industrial strategy will provide reassurance that there is value in manufacturing within the borders of the UK and we remain hopeful of policy and legislative changes that increase the UK’s focus on support for domestic manufacturing. Our new strategy would allow us to respond appropriately to increase local production if structural changes are made.”

Notes to editors

Images

High resolution images are available for download from the Alexander Dennis website at alexander-dennis.com/news.

About NFI

Leveraging 450 years of combined experience, NFI offers a wide range of propulsion agnostic bus and coach platforms, including market leading electric models. Through its low- and zero-emission buses and coaches, infrastructure, and technology, NFI meets today’s urban demands for scalable smart mobility solutions. Together, NFI is enabling more livable cities through connected, clean, and sustainable transportation.

With nearly 9,000 team members in ten countries, NFI is a leading global bus manufacturer of mass mobility solutions under the brands New Flyer® (heavy-duty transit buses), MCI® (motorcoaches), Alexander Dennis Limited (single- and double-deck buses), , ARBOC® (low-floor cutaway and medium-duty buses), and NFI Parts™. NFI currently offers the widest range of sustainable drive systems available, including zero-emission electric (trolley, battery, and fuel cell), natural gas, electric hybrid, and clean diesel. In total, NFI supports its installed base of over 100,000 buses and coaches around the world. NFI’s common shares trade on the Toronto Stock Exchange (TSX) under the symbol NFI and its convertible unsecured debentures trade on the TSX under the symbol NFI.DB. News and information is available at www.nfigroup.com, www.newflyer.com, www.mcicoach.com, www.nfi.parts, www.alexander-dennis.com, www.arbocsv.com, and www.carfaircomposites.com.

About Alexander Dennis

Alexander Dennis is a leading manufacturer of double-deck and lightweight buses. The company’s next-generation zero-emission buses are tailored to operators’ requirements

and have been independently confirmed to be among the most efficient in the market. In addition to battery-electric and hydrogen-fuel cell vehicles, Alexander Dennis offers low-emission buses that use advanced load management to deliver competitive total cost of ownership for customers. All Alexander Dennis products are backed up by comprehensive AD24 aftermarket support including parts, field service, workshops, technical publications, training and the AD Connect telematics suite.

Alexander Dennis builds on 130 years of heritage and today has team members at 16 facilities in nine countries as well as partner locations. It is a proud part of leading independent global bus and coach manufacturer NFI Group. Further information is available at alexander-dennis.com.

Media and investor relations contacts

For Alexander Dennis media enquiries, please contact:

Debbie McCreath, [Redacted R.11(2)] [Redacted R.11(2)], [Redacted R.11(2)]
press@alexander-dennis.com

For NFI enquiries, please contact:

Stephen King, [Redacted R.11(2)]
stephen.king@nfigroup.com

Unsubscribe

Should you no longer wish to receive press releases from Alexander Dennis, please email press@alexander-dennis.com stating that you would like to unsubscribe.

Document 15 - Email from Alexander Dennis to First Minister and Deputy First Minister

From: Debbie McCreath <debbie.mccreath@alexander-dennis.com>

Sent on: Thursday, June 12, 2025 4:36:19 PM

To: First Minister <FirstMinister@gov.scot>; Deputy First Minister and Cabinet Secretary for Economy & Gaelic <DFMCSEG@gov.scot>

CC: colin@robertsoncampbell.com; Paul Soubry - NFI <paul.soubry@nfigroup.com>; adrian.gillespie@scotent.co.uk; Colin McAllister <Colin.McAllister@gov.scot>; Paul Davies <paul.davies@alexander-dennis.com>; Director of Economic Development <DirectorDED@gov.scot>

Subject: Alexander Dennis update - 12 June

Dear First Minister and Deputy First Minister

Please find an update from Alexander Dennis regarding state of play for 12 June.

- Following meetings held yesterday, we further met with the Trade Unions (TU) today in Falkirk and agreed to begin the consultation process on Tuesday 17th June, giving the TU and employees time to process information and prepare for the meeting.
- The process for staff representatives is ongoing and we expect to have all appropriate representatives for affected functions in place by tomorrow afternoon.
- **Regulation 10(5)(e) - Confidentiality of commercial or industrial information**
- **Regulation 10(5)(e) - Confidentiality of commercial or industrial information**

Many thanks

Debbie

Debbie McCreath

External Affairs and Marketing Director

Alexander Dennis [Redacted R.11(2)]

Document 16 - Minutes of meeting with Alexander Dennis on 5 June 2025

MEETING BETWEEN FIRST MINISTER, DEPUTY FIRST MINISTER AND REPRESENTATIVES OF ALEXANDER DENNIS LTD – THURSDAY 5th JUNE 2025

Attendees

John Swinney MSP – First Minister

Kate Forbes MSP – Deputy First Minister and Cabinet Secretary for Economy and Gaelic

Colin Robertson CBE – NFI Group chair of the Board of Directors, and Operations and Technology Committee (chair)

Paul Soubry – President and Chief Executive Office, NFI

Paul Davies – President and Managing Director, Alexander Dennis Ltd

Debbie McCreath – Group Marketing Director, Alexander Dennis Ltd

Adrian Gillespie – Chief Executive, Scottish Enterprise

Morna Cannon – Interim Director for Environment, Climate and Sustainability, Transport Scotland

Colin McAllister – Chief of Staff to First Minister

[Redacted R.11(2)] – Private Secretary

Key Points

First Minister (FM) reiterated the Scottish Government's commitment to supporting the company in finding a way to avoid job losses in Scotland. Deputy First Minister (DFM) outlined options for support which were being explored at pace. **Regulation 10(5)(e) - Confidentiality of commercial or industrial information**

Paul Soubry (PS) thanked Scottish Government for its ongoing support, and noted the company's engagement with the Scotland Office and Department for Transport. PS highlighted the company's view of structural competitive challenges for UK manufacturers in the face of competition from Chinese manufacturers. **Regulation 10(5)(e) - Confidentiality of commercial or industrial information.** PS noted the prevalence of local content requirements in North American bus markets.

DFM noted the importance of considerations reserved to the UK Government and offered to seek further engagement with UK Government Ministers on the company's behalf. FM recognised the importance of the company's future to Scotland's economic growth and the alignment of the company's direction with Scotland's net zero future. AG noted the support available through Scottish Enterprise to the company in identifying routes to market. It was agreed that the company would stay in touch with the Scottish Government over the coming weeks as it considered its operations in Scotland.

Actions:

- DFM to meet with UK Secretary of State for Scotland to discuss ADL's situation.