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The financial information included in this review does not constitute statutory accounts as defined in the Companies Act 2006. Full accounts for the year ended 1st October 2023, upon which the auditors issued an unqualified opinion, will be delivered to the registrar of companies.

CHAIRMAN'S REPORT

In my report last year, I began by acknowledging the challenges we faced which included recurring staff shortages, daily cost price increases and rapid inflationary pressure.

Although there were some positives to reflect on, many of these challenges persisted into 2023. It has been again a challenging year as the cost-of-living crisis continued, our margins were diminished, and wage inflation had to be absorbed.

Despite all the issues, we finished the year with earnings (EBITDA) of £9.5 million which was an improvement of £805k on last year. This was achieved through tight cost control, a focus on consolidating the capital investments made the previous year, whilst driving sales across the group which at £62.3m, were £7 million up year on year. Net debt was £31.4m, which was £233k better than anticipated, and includes, of course, the working capital incurred in the previous financial years due to pandemic business closure. Against our strategic plan we are making progress and the Board is recommending a final dividend of £3.35 which if approved will make a dividend for the year of £6.05 (2022 £6.05).

Pleasingly, our Pub Partner estate of one hundred and thirty leased and tenanted pubs, which has always been the bedrock of our business, delivered significant growth this year. It was comforting to see our Partners throw off the heavy mantle of the pandemic and demonstrate their ability to respond to the changing habits of their local customer base. Expertise in marketing, training,





purchasing, and sustainability is all delivered by our head office team. With a wave of new Partners breathing fresh life into pubs, the total revenue increased by 6% and EBITDA for this division rose by £657k from 2022.

Within our UK managed pubs, our focus was to increase sales by delivering great service and exactly the value our customers were looking for. It is reassuring to see sales increased by over £3m across the estate, with revenue from accommodation in particular increasing by an impressive 25%. Our twenty-nine managed pubs generated an EBITDA of £2.04 million, which was lower than our expectations due to a slow start to the financial year in the autumn of 2022, and higher-than-anticipated food, labour, and utility costs.

Throughout the year our team worked tirelessly to manage costs and introduced a range of innovative solutions to reduce energy consumption. We have also introduced new menus to improve the available margin without compromising on quality. The effort put into improving process, efficiency and control is paying off and will benefit us in the coming year.



Our managed pubs in France experienced a significant boost in sales, generating an additional £2.2m. Primarily this was due to the success of their national teams during the football World Cup at the beginning of the year and the rugby World Cup at the end. The French business is strategically very important to us, and we are actively seeking new sites to expand our estate. We hope to add a couple more pubs before Christmas 2023 and are looking to acquire sites in cities new to us in the summer of 2024.

Our stated strategy is to increase earnings from our managed pubs in the UK and France, deliver sustainable profit growth from the Pub Partners estate and grow the income generated from Brewpoint by selling beer to our pub businesses and beyond. This year our sales and marketing team conducted extensive research to gain insight into the branding of the brewery. They concluded that we needed to create a new, compelling proposition with a fresh face for the brand. This led us to the story of Josephine and the crucial role she played in supporting great-grandfather Charles in the setting up of the business. The resulting imagery is striking and has been well received in pubs by colleagues and guests alike. With this groundswell of support, sales have exceeded our expectations and we are enthusiastic about the potential for the brewery.

We are making progress on all aspects of our Triple Bottom Line vision of People, Planet & Profit. The projects initiated to improve our employees' working experience are starting to bear fruit and we are on track with our profit trajectory. Within the Planet pillar we are now two years into our focused sustainability journey and making some solid progress with initiatives which are working to reduce our carbon footprint, including new contracts that ensure our electricity is from 100% renewable sources.

During the year your board of directors changed as Bob Ivell stepped down and Jonathan Webster joined as senior independent non-executive director. Bob has been a huge influence on the development of the business from large regional brewer to pub operating company and a constant source of wise counsel and support. We were delighted when Jonathan agreed to join given his long experience in many pub industry roles. We look forward to working with him as the business continues to evolve

It was our pleasure to update the extended Wells family on all of the above when we welcomed them to Brewpoint – many for the first time – in July. With previous plans disrupted by the pandemic it had been eight years since many of us had seen one another, leaving us well overdue for a pint and a celebration of all things Wells & Co. Our weekend together was great fun, with planning now underway for our next meet-up three years from now to mark our family company's I50th anniversary.

Looking to the future, the company is approaching more normal levels of income and profitability as the hard work of adapting the business to current circumstances pays off. Across the whole company we are managing multiple projects to achieve these changes, all designed to improve the pub experience for our guests and everyone who works for Wells & Co. I would like to take this opportunity, on your behalf, to thank Peter Wells, the directors and all the teams for their relentless hard work and enthusiasm in yet another very challenging year. Whilst we are mindful of the economic environment, we are also optimistic about our future performance and expect to deliver a significant step forward in profitability next year.



CHIEF EXECUTIVE OFFICER

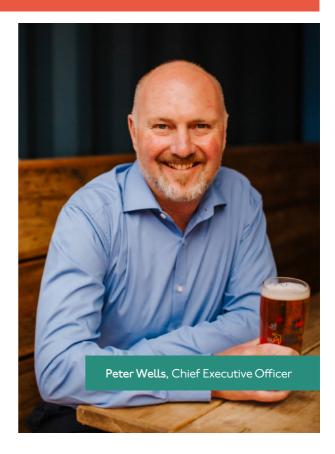
Our financial year began within an atmosphere of political turmoil following Kwasi Kwarteng's mini budget, which was quickly followed by Liz Truss' resignation as Prime Minister.

For much of the year inflation ran at over 10%, with the cost of food up nearly 20% on the previous year. Utility costs were a constant pressure and with 55% of homes having a smart meter, many of us saw the cost of keeping warm in the winter rise on an hourly basis. The costof-living crisis was unrepenting in every form of the media, making our customer base feel under financial pressure. Interest rates rose from 2.25% to 5.25%. This had a significant impact on anyone renewing a mortgage or on a variable tracker. The inevitable follow-on in the rental market ensued and average rents had increased by 5.7% by July 2023. Most of the year was accomplished against a background of discontent epitomised by the incessant strikes undertaken by rail workers, the Royal Mail, teachers and various elements of the NHS. In particular, our pubs in London felt the impact of the rail strikes as commuters stayed away.

Despite these challenges, we saw good progress throughout the year. Total sales improved by £7 million to £62.3 million and statutory EBITDA increased by £805k to £9.5 million.

A key focus for the year was to lay the foundations for growth, with a particular emphasis on people and process. We conducted forensic analysis on every process to identify areas of opportunity to improve efficiency. Consistent, sustainable growth can only be delivered when the processes are slick, when sluggish bureaucracy is removed and every person employed works to the best of their ability. Over the course of a sixmonth project we identified thirty-three opportunities to improve the way we do things. There are some quick wins, but much of the work will keep us focussed for at least another twelve to eighteen months. It will help us reduce costs and grow profits in the coming year.

Within our managed pubs, we felt inflationary pressure on a daily basis. Core items on our menu suddenly increased in price, making it harder for our operations team to maintain a consistent profit margin. At the beginning of the financial year there were constant supply issues, meaning that what you ordered didn't always get delivered. This created added pressure for our kitchen teams to deliver a great experience. Our marketing team simplified our trading styles, so that our pubs are now grouped into Heritage, Neighbourhood and Tap Room all with a retail offer that is applicable to



the demographic we want to attract. What became clear is that we had a handful of pubs that did not fit these models and therefore four sites will be transferred back to the Pub Partner estate in the coming months.

Looking forward, we are confident that the work we have completed this year has ensured the foundations for growth are now in place. We have the right people doing the right things in the right pubs. A great example of this is the Nightingale in Bicester which we transferred from the Pub Partner estate at the beginning of the year and has consistently delivered an enhanced profit since its first week in the managed portfolio. This demonstrates the strength of our business in that we can move sites between the business models to ensure we can always provide the best long-term return from our portfolio of pubs.

Our Pub Partners in the leased and tenanted estate faced significant challenges after our logistics partner went through a systems upgrade at the beginning of the year which took five months to resolve. Because of a breakdown in their systems talking to each other, many of our Partners did not get the orders they needed. Obviously, this process caused enormous frustration with everyone involved. However, as they have done

over the past three years, our Partners continued to demonstrate resilience and adaptability to provide their local customers with the hospitality they have been craving, whilst managing their cost base to remain profitable. There were also some amazing individual successes. We were all so proud of Flo & Jo Buckley who run the Tollemache Arms in Harrington, when they were awarded the British Institute of Innkeepers Licensees of the Year. Also, the fortitude demonstrated by all of our partners in London when the train strikes over Christmas kept customers away was a true lesson in stoicism for all of us.

Our French business did provide some comfort in what had been a challenging year in the UK. With a government that controls the wholesale price of utilities. they were able to keep their inflation rates significantly lower at an average of 5.8%. Our target French consumer is generally twenty to thirty years younger than in the UK and has a greater propensity to think for today, rather than tomorrow or next week. As a result they continued to flood into our pubs, unflustered by any sense of a cost-of-living crisis. This ensured we had another strong year. Of course, the initial success of the French football team in the Qatar World Cup and latterly the rugby team in the World Cup had a hugely positive impact. However, our ability to maximise the opportunity only came from months of planning, which included a non-stop buildup of beer from Brewpoint, a blanket ban on holiday during the competitions, as well as contacting all the fan clubs from playing nations to encourage them to set up camp in our pubs. Our pub teams performed heroically and delivered record weeks of sales throughout both campaigns. Looking ahead, we feel France still holds a strategic advantage for us. Most of our pubs work on a one-shift basis and the majority of what we sell is the beer we make in Bedford. Without such a focus on food. it lacks some of the complexity we manage in the UK. As a result, we will continue to look to enhance the estate. We are in the process of acquiring two new sites in Bordeaux which will hopefully join the other sixteen pubs in the first quarter of the new financial year.

Regarding Brewpoint, we conducted significant market research which resulted in a rebrand, promoting Josephine's role in our history, using a compelling image around which to build our proposition. The fact that the story is absolutely authentic has connected with our managers, pub partners and their customers. In the first couple of months of launch, we are already well ahead of the demanding targets we set ourselves.

Our efforts this year have been focused on laying the foundations to improve our profitability whilst also enhancing the work experience of our employees. Equally, we are committed to reducing our impact on the environment and have been recognised by our peers in the Independent Family Brewers of Britain (IFBB) as a leading force in carbon footprint reduction. To share our learnings over the past couple of years, we helped establish the IFBB Sustainability Forum. We have taken several measures to reduce food waste and energy consumption in our pubs, including investing



in Technik2 equipment that reduces average cellar energy consumption by 36% and introducing voltage optimisers to further reduce energy usage. Significantly, our electricity contracts are now 100% from renewable sources. We are also promoting the use of electric cars by installing EV chargers in pubs where there is demand. Our efforts are aligned with our triple bottom line vision of People, Planet, Profit and we are making progress in all three areas.

Looking ahead, we are as confident as we can be that in an Al-dominated world of the future, hospitality is one area where humans will not be replaced by robots. We all go to pubs to relish human interactivity. After all, we are a herding species. For all of time we have sought security and enrichment from one another's company. There is nothing I have seen that will detract from that. Of course, AI will help us continue to improve efficiencies and identify ways to reduce costs, moreover if we can harness it effectively, it will give us the insight to provide exactly the right offer every time, enabling us to communicate in a way each of our customers appreciates. We will therefore commit to embracing it to understand how it can provide us with a competitive advantage. We will ensure we have the training process in place to guarantee every one of us, in every part of the business, whether in our pubs or in the office. understands what it means to fulfill our purpose - to deliver an experience you would recommend to friends.

Undoubtedly this has been another challenging year, but I would like to reiterate that we have made great strides in laying the foundations for growth in all aspects of the company. I am confident that your business has shaken off the shackles applied by the pandemic and can look forward with a sense of positivity for the future.

CHIEF FINANCE OFFICER

2023 Results

In the year to I October 2023, sales income from continuing operations increased by £7.Im to £62.3m due to continued recovery from Covid-I9 along with the full year benefit of the eight managed pubs we opened during 2022.

Operating profit before exceptional costs was £3.0m (2022: £3.3m) which is a reduction of £0.3m on last year. This is because despite the increase in sales mentioned above we have had to face the challenge of higher utility costs and UK inflation levels. Inflation pressures have been mitigated wherever possible through working in partnership with suppliers to hold costs or to switch products when the increases were not sustainable. Group adjusted EBITDA* of £9.5m is higher than the previous year due to a £0.8m increase in property disposal profits.

Financing

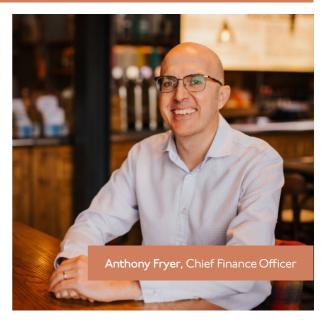
The net debt position excluding shareholder bond is £3I.4m (2022: £27.4m). The net debt position including shareholder bond is £36.2m (2022: £32.1m).

In 2022 the Group agreed terms on a new three-year bank facility which runs until September 2025. Given the strong long-term relationship with HSBC, during the current year the Group extended the bank facility by a further year which now runs until September 2026. We have sold one pub from the UK estate during the current year, generating £0.3m of net sales proceeds. We also completed the sale and leaseback of The Bombardier and the disposal of The Cross Of St George, both in Paris, generating £1.7m of net sales proceeds which are being reinvested back into France through acquisitions planned for 2024. The proceeds from the two French transactions were received after the year end.

Last year due to the volatility in the banking sector following the budget we flagged that we had been required to show a short-term gain on interest rate swaps of £4.2m. This year £I.Im of this has reversed. The net impact of this is a £5.3m swing which makes year-on-year comparison of profit before tax look very unusual.

Defined Benefit Pension Scheme

The performance of our pension scheme has been strong during the year and I am pleased to report that we continue to be ahead of target on getting the scheme to self-sufficiency, meaning that it would not require further funding in the longer term. Following the 2022 Liz Truss budget we did highlight that there had been a further short-term flattering of the pension position. The short-term benefit has now reversed but the scheme



remains in a small surplus position. This is a technical valuation for accounting purposes and is not any indication of having overpaid into the pension scheme. As a business we work carefully with the pension trustees to ensure that all our responsibilities as the sponsoring employer are met, however we also ensure that monies are only paid into the scheme where necessary to avoid overfunding.

Exceptional Costs

There is a requirement for the auditors to review the carrying value of our fixed assets based upon an estimation of how pubs will perform in the future. In 2023 the review of the pub estate identified a number of pubs at which the EBITDA trading of the pubs has reduced. As in previous years, there has been a need to reflect the lower value in use for the sites and book an accounting impairment charge of £1.0m as a result. However, as well as reviewing the need for an impairment charge, we also review historic impairments that are no longer required due to improved performance at those specific sites. For 2023 we have reversed £I.Im of historic impairments leaving a net position of a £0.1m impairment release. These impairment charges and releases must be considered against an overall fixed asset book value of £118.0m so remain very small movements.

During the year the Group has continued to review all our processes and structures to ensure we are reflecting changes in both customer needs and the impact of technology and innovation on the way we operate. The result of this has been a level of restructuring costs of £0.2m in the year.

A SIMPLIFIED PROFIT AND LOSS ACCOUNT

£'000

70,034

63,959

For the 52 weeks ending 1st October 2023

Continuing income we have generated

Historical retained profits at start of the year

Historical retained profits at end of the year

The Group's turnover is the total amount of money that has been charged for our product services. It includes sales of beers, wines and spirits, rent from the partners of Wells & Co and trading income from our managed houses in both France and England.	
Turnover	62,305
What we have spent Out of this we have to pay for:	
Raw materials, wines, spirits and beer from other brewers Wages, salaries and pensions Repairs to licensed properties Depreciation and amortisation in continuing business Other operating costs	19,688 19,035 978 5,382 14,201
Total expenses	59,284
Operating Profit from Continuing Business	3,021
Property Profit - The profit made on disposal of non core assets Finance Income on Pension Scheme	1,107 364
What's left	
We are now left with our operating profit before exceptional costs from which we have to reflect:	4,492
Interest Payable - on money borrowed from the bank and other institutions	-1,922
Profit before tax	2,570
Our loss then moves by: Corporation Tax - the tax charge in the current year Deferred tax - the movement in the accounting tax on the pension scheme Foreign Tax - the credit in France on the losses we incurred Restructure costs Derivatives - non cash movement on our fixed interest bank agreement Impairment - non cash adjustment for movement in property values	-2 45 -37I -236 -1,108 87
Profit after tax Movements in reserve: Exchange Difference - the impact the strengthening Euro has on our French business Dividends - last year's final dividend plus the interim dividends of 2023 Property - extra profit on pub disposal from revaluation reserve Pensions - annual revaluation of defined benefit pension scheme	985 -65 -1,738 260 -5,517
Retained profits for year to 1st October 2023	-6,075

A SIMPLIFIED BALANCE SHEET

At 1st October 2023

What we own	£'000
Fixed Assets - the brewery, public houses and other assets	124,863
Stock - beer, wines and spirits	1,203
Debtors - money owed by customers and others	21,045
Cash	8,127
	155,238
Less what we owe	
Creditors - for supplies of raw materials, wines, spirits, duty, VAT, tax,	
dividends, services and equipment	27,089
Loans - long term money borrowed to run the business	44,282
Deferred Tax	8,730
Defined benefit pension scheme assets	-990
	79,111
Net assets	76,127
Share Capital and Reserves	12,168
Historical Profits	63,959
Shareholder funds	76,127

A SIMPLIFIED CASH FLOW

For the 52 weeks ending 1st October 2023

What trading cash we generated	£'000
Operating profit from continuing business	3,021
Profit on sale of non core pubs - the proceeds received	1,107
Depreciation and Amortisation - added back as not a cash cost	5,382
Earnings before interest, tax and depreciation (EBITDA)	9,510
What other cash came into the Group	
Sale of non core pubs - the proceeds received in excess of property profits	1,735
Working capital movements - changes in our levels of stock, debtors and creditors	972
Movement in Euro borrowings	219
Working Cash Flow	6,023
What other monies we spent	£'000
Investing in our pub estates in both France and UK and Brewpoint	4,909
Monies paid into the defined benefit pension scheme	1,778
Interest paid	1,920
Dividends paid	1,255
Exceptional costs paid	235
Total Cash Outflow	10,097
Net cash movement for the year	-4,074
Net Cash at start of year	-32,081
Net Cash at end of year	-36,155

CHIEF OPERATIONS OFFICER

The past twelve months have been dedicated to reorganisation and a renewed focus in order to navigate some very choppy post-COVID waters. We hoped that the world would have stabilised by now and that normal trading conditions would return; instead we have had to lean into the new normal, which requires a level of business agility previously unheard of. We have had to deal with brutal food inflation, train strikes, supply and delivery issues, energy crises, global unrest and a general cost of living crunch that we have all keenly felt.

All these issues came together in a need to evolve our UK managed business and we are delighted to say that on a secondment from July of last year Ariane Lapegue, the leader of Wells & Co. France, has agreed to run the UK and France together whilst we reset. In January this reset began with a business-wide effort to fundamentally improve our Standards, Operational discipline and Service - known internally as Project SOS.





We have since launched new menus for both food and drink and introduced 'rhythm of the week' pub activity and local sales-driving to respond to market conditions, all the while focussing on the three pillars of success outlined above. This was a truly cross-departmental project, with our Property, IT, Legal and Commercial teams all stepping in to make swift changes to implement new processes, products and services. We put into effect new policies around cash, introducing new external and internal stocktaking support and new technology to ease the ordering process. Collectively this activity has resulted in the recovery of profit within the UK market whilst building the foundations for a managed business that can comfortably now scale up as and when the opportunity arises.





Over the Channel, this year brought the Rugby World Cup to France; after months of planning from the French team I am delighted to say that the tournament - at least in terms of Wells & Co. pubs, if not French and English rugby (or Scottish for that matter!) - was a great success with the pubs delivering an amazing experience for fans from across the globe.

It wasn't all about the rugby in France this year, with their operational calendar full of events. We launched our Hop & Heart IPA in France with great success in February 2023; Hop & Heart has quickly risen to be the 4th best-selling Brewpoint beer in our France pubs, behind John Bull Classic, Triple Hop and Dry Hopped Lager.





When we weren't thinking about beer, we were thinking about opportunities to grow sales via our food offer. I'm delighted to report that we opened for food at both The Elephant and Castle in Lyon and The Market Brewhouse in Reims, taking a welcome step towards pre-Covid normality. Finally, we completed our first refurbishment since before the pandemic, at The Danu in Toulouse and broke sales records across the country when France reached the men's football World Cup final on the I8th December 2022, with The Danu's 'green wall' becoming a firm fan favourite.

Back here in the UK, I'm delighted to say that our Pub Partner team have had a fantastic year, smashing both their budget and their performance in the previous financial year. Under Ben Smith's first full year of leadership, we have also been busy resetting the Pub Partner model behind the scenes in order to become more commercially agile. We have overhauled how we approach recruitment and Pub Partner engagement, building a business that is fully equipped to face the testing trading conditions we find ourselves in.

In last year's Annual Review I explained how we had begun to remove complexity with regard to pricing, with profitability for both our Pub Partners and ourselves increasing as a result. We ensured that our route to market for Pub Partners was clear both in terms of price and brand with them now receiving access to marketleading brands that had previously been unavailable to them. Combined, these measures ensured that we grew our sales and therefore profit, beating the previous financial year by over £600,000.

On the first day of the financial year, Matthew Clarke – already tasked with delivering our wines and spirits – also took on responsibility for keg and cask deliveries to our pubs. This change was made to mitigate price increases elsewhere and to streamline deliveries to a single supplier, with fewer deliveries also taking a welcome chunk out of our carbon footprint.

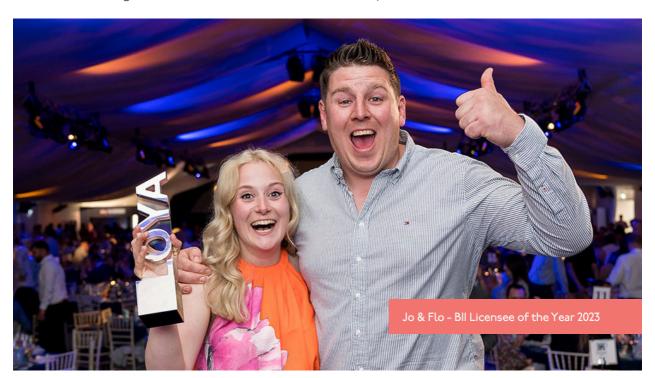
It's fair to say that this transition wasn't without its issues. Whilst the switch opened up new markets to negotiate in, it also brought with it a number of teething problems; predictable with any new supplier to an extent, but against a backdrop of global supply issues we faced a turbulent few months of supply chain difficulties. Our team have worked together to resolve these issues

and we are now hitting 92% 'on time in full' deliveries, an improvement on our performance with our former delivery partner Carlsberg Marston's (91%). In addition, we can now utilise Electronic Proof of Delivery notes, email confirmations, and out-of-stock notifications alongside daily and weekly reporting – all representing another step forward in business agility.

We're incredibly proud of some of our Pub Partners' achievements in these turbulent times, and we were delighted to see Jo and Flo of The Tollemache Arms in Harrington, Northants win the coveted accolade of British Institute of Innkeeping (BII) Licensees of the Year in 2023. Both the Tollemache Arms and the team at The George in Castleton were also recognised as BII Sustainability Champions this year, flying the flag for Wells & Co's Triple Bottom Line philosophy. Centrally, we are doing our bit for Pub Partner sustainability by investing capital into energy reduction technology in beer cellars, and we will look to accelerate this investment in the coming years.

Finally for Pub Partners, I'm delighted to announce that Pub of the Year at our own awards was won by Alan Edge and Andrew Pye at The Old Cherry Tree, Great Houghton. The judges praised their creative food offering, their initiative to create events and bring footfall to their pub in such a remote location, and their passion for great customer service – what we love to see in Pub Partners!

All this activity resulted in an impressively profitable year for Ben and the Pub Partner team, capped off by launching our new stable of Brewpoint beers to our Pub Partner estate and securing one hundred and fifty-nine Brewpoint taps within the first six weeks of launch. We are all looking forward to seeing what this year brings for all the pub teams across Wells & Co.





CHIEF PEOPLE OFFICER

Wells & Co.: A voyage of unprecedented progress.

Reflecting on the past eighteen months, it's been an incredible journey for Wells & Co. - one marked by resolute determination and seamless collaboration. The steadfast dedication of our teams across the UK and France has proven to be the cornerstone of our company's ascent to new heights.

Nurturing leadership and cultivating innovation

Our strides forward have been fostered by our robust and united Operating Board. Through a mix of collaborative group sessions, individually tailored development, and ongoing leadership development initiatives, our core aim has been to empower and fortify the Wells & Co. leadership team. These concerted efforts have equipped our leaders with a refined toolkit and strategic insights, enabling them not only to navigate, but to define our growth with renewed vigour and expertise.

Unveiling potential: Streamlined processes and empowered teams

Our unwavering commitment to maximising operational efficiency has been pivotal. This has spurred a comprehensive evaluation of our internal processes, aimed at empowering our teams to operate at peak efficiency. Actively engaging them in process evolution, role redefinition, and fostering a culture of adaptability and innovation has been instrumental in freeing our workforce from mundane tasks. This shift has liberated their focus, allowing them to deeply engage in fulfilling their core responsibilities, driving creativity and customer-centric solutions across departments.

This collective endeavour has become integral to our strategy for 2024. With a comprehensive catalogue of 33 projects lined up for the upcoming year, these initiatives represent our unwavering commitment to innovation and our mission to set industry benchmarks. Moreover, they position us as a preferred employer and business, attracting individuals seeking exceptional experiences and professionals yearning for a nurturing and enriching workplace where they can contribute meaningfully.

Crafting our identity: Strengthening distinctiveness

Expanding upon our robust foundation, our recent focus has revolved around establishing and reinforcing Wells & Co.'s unique identity across both countries we operate in. Beyond just crafting an employer brand, our intent has been to foster an inclusive culture that celebrates diversity, nurtures talent, and champions individuality.



This approach not only resonates within our own teams across the UK and France but attracts like-minded talents and Pub Partners who share our vision and values.

Enhancing employee engagement

Acknowledging the pivotal role of employee satisfaction in delivering exceptional guest experiences has been crucial.

Simplifying review processes and seamlessly integrating performance discussions into our daily operations has fostered rapid recognition and commendation of achievements, nurturing a culture of success and appreciation across our business.

In addition to this, regular team-building initiatives including the introduction of the Wells & Co. annual awards and our first ever conference have opened communication channels and reinforced our desire for a supportive work environment that further bolsters engagement, making all of our team feel valued and heard.



Charting paths to success: Comprehensive training and clarity

Looking forward, our commitment to bolstering and empowering our teams remains steadfast. We're reinforcing our dedication to comprehensive training, ensuring that our managed houses, office teams, and Pub Partners possess the versatile skill set critical to success in our industry. Moreover, we are enhancing leadership programmes for all levels of people manager across the business, providing ongoing learning opportunities, and creating clear pathways for career development to foster an environment where every team member feels equipped and encouraged to grow.

Honouring our legacy: Inspiring through tradition

The Wells family legacy is not merely a story: it's a guiding principle ingrained in our ethos. It serves as a beacon, attracting top talent and instilling pride in our existing team. Our focus on building a sustainable future instils a deep understanding of Wells & Co.'s values in our employees, empowering them to make significant contributions every day.

Cultivating growth and development

Strategically enabling every team member to excel has been pivotal.

From benchmarking roles and ensuring equitable compensation, to providing detailed job role reviews, descriptions, and progression plans - our goal has been to offer absolute clarity to each team member, reinforcing their pivotal role in delivering exceptional customer experiences.

Additionally, we are providing ongoing learning opportunities and creating clear pathways for career development to foster an environment where every team member feels equipped and encouraged to grow.

Guiding towards a flourishing future

We've meticulously charted comprehensive career progression pathways for those aspiring to build lasting careers with Wells & Co.

This clarity empowers individuals to envision and actively pursue thriving futures within our organisation, laying a robust foundation for personal and familial growth. Furthermore, we are expanding support networks, providing skill-building workshops, and fostering a collaborative environment that encourages innovation and cultivates a sense of ownership, ensuring each team member contributes meaningfully towards our shared success.

Looking ahead: A future forged in excellence

Stepping into the new year, Wells & Co. remains firmly committed to innovation and the relentless pursuit of excellence.

The achievements of the past eighteen months have positioned us as trailblazers within the industry, setting the stage for sustainable success and a legacy built on a reputation for distinction through our approach to employer branding and employee engagement.

These accomplishments aren't conclusions; they serve as a prelude to the remarkable journey that awaits Wells & Co.—a journey characterised by continuous innovation, unequivocal distinction, and an unwavering commitment to setting new standards of excellence.

TRIPLE BOTTOM LINE

By now you are hopefully familiar with the Triple Bottom Line approach that guides our modern way of working here at Wells & Co. We've spent another twelve months evolving our family business into an enterprise that strives to factor people, profit and planet concerns into every decision it makes. We're still very much a work in progress, but the past year has both yielded some great activity in this area and primed us for a really exciting next phase in our sustainability journey.

The carbon footprint report featured in last year's Annual Review brochure made two things very clear: driving down utility usage is our top priority when it comes to reducing our emissions, and we should look to our pub estate for the biggest potential savings.

Nick Wells, our Head of Estates, has launched an internal campaign to get our pubs on the path to optimal energy efficiency. Many of the changes we need to make are behavioural in nature and common sense in execution. Seemingly simple touches such as turning off outdoor lighting overnight, using the gas hobs in our kitchens only when truly necessary and keeping a careful eye on the central heating thermostat can make a surprisingly substantial difference when every one of our pubs does their bit.

Where we can, however, we're turning to technology to lend us a helping hand on our journey to greater energy efficiency. A prime example of this is our recent partnership with energy solution specialists Technik2.



Drawing on over 50 years of industry experience, Technik2 specialise in helping pubs, restaurants and other hospitality businesses to reduce their energy consumption and carbon emissions. Wells & Co. embarked on a trial of Technik2's beer cellar automation technology in eight of our sites last autumn and we were impressed by the results; on average the equipment reduced energy consumption by around 36% once up and running in a beer cellar. Based on this impressive saving a project to install the same equipment across the rest of our UK managed pub estate is already well underway.

Nick explains: "Last year's successful trial gave us the confidence that Technik2's equipment could drive a real reduction in energy consumption in our beer cellars – and crucially, that it could do so without affecting the

quality of a freshly-poured pint from our Brewpoint beer range. In a world of spiraling energy costs there are currently few investments that promise such a strong financial return; combined with a win for the environment, it's an opportunity that we at Wells & Co. are excited to grab with both hands.



The next step for us will be to roll out Technik2 technology within our tenanted estate; we're keen for our Pub Partners to benefit from these energy and financial savings just as our managed pubs have."

On a related note, Nick also played a key role this year in transitioning our business to a new energy deal that ensured that, from 1st April 2023 onwards, our entire UK managed pub estate is now powered by renewable electricity.

Our team worked hard to consolidate a patchwork of varied energy deals acquired as our pub estate has increased in size in recent years into one renewable electricity package. This new arrangement gives us confidence that each new pub added to our estate in future will be powered in a sustainable manner.

Nick elaborates: "Following a period of growth in our managed pub estate we found ourselves administering a whole host of different energy contracts from different suppliers. Funneling these contracts down to one overarching deal for our UK managed pubs has been no small task but ensuring that our sites are reducing their emissions by accessing renewable electricity gave us ample motivation to do so. We now have consistency and visibility of supply to all of these pubs and have taken an important step forward in cutting our carbon footprint in line with our Triple Bottom Line ethos."



It's not just our pub interiors that have seen the (energy-efficient) light; many of their car parks have seen an upgrade in 2023 thanks to our new collaboration with electric vehicle (EV) charging specialists Osprey. The deal has seen an initial nine rapid charging locations created - totaling thirty four rapid charge points - across the Wells & Co. estate, including two high-power charging hubs at Brewpoint and the Eaton Oak in St. Neots.

EV drivers making their way down the MI, for example, will now be drawn to Brewpoint for a pit stop thanks to its plentiful supply of charging points, some of the fastest in the area. A typical electric vehicle can fully charge in 25-45min, drivers can pay with a contactless bank card, and every charge point is also powered by 100% renewable electricity.

Another great reason for eco-conscious pubgoers to pay Wells & Co. a visit, and the stats speak for themselves: by the end of the year our new charge points had enabled a grand total of 826,000 miles of EV driving, enough to travel to the moon and back 3.5 times. Those drivers have taken 166,000kg of carbon emissions off our roads in the process.



Scan the QR code to watch a video of the Brewpoint Osprey high-power hubs being installed.





You may have spotted a common refrain amongst the projects mentioned above: teamwork. Crafting a sustainable business cannot happen in a vacuum; it requires a joined-up effort involving many different stakeholders. Whilst it's vital that we continue to minimise the emissions created by our brewery and pubs, tackling our Scope 3 emissions – which as discussed in last year's Annual Review are comprised of all other indirect emissions that occur in a company's supply chain – means looking outside our own operations and challenging our business partners to do better.

Our Sustainability Manager, Ed Robinson, reasoned that he might not be alone in facing this challenge. Other brewers and pub companies around the country must be scratching their heads over similar dilemmas; it felt like the right time to bring together a cross-section of our industry and discuss how we might collectively raise our game.

As core members of the Independent Family Brewers of Britain (IFBB), it was an easy decision to call upon their membership base and gauge interest – which was enthusiastic to say the least. Following a few months of planning, Wednesday I4th June saw representatives from a dozen regional family breweries meet at Brewpoint for the inaugural IFBB Sustainability Forum.

The agenda focused on many of the common themes and challenges being faced by IFBB members as they progress on their individual sustainability journeys. Topics discussed included Net Zero target-setting, cultivating a more sustainable supply chain, and examples of sustainability initiatives – large and small – that have already benefitted IFBB members.

Caroline Nodder, Events Manager for the IFBB, reflected on the day: "We were absolutely delighted to run our first ever IFBB Sustainability Forum in partnership with Wells & Co. at their stunning Brewpoint site. Sustainability is at the heart of what our members do, and by bringing together family brewers from across the UK to share their knowledge and experience in this area we hope to help speed up this journey and lead important change."

Of course, our Triple Bottom Line philosophy is focused on more than solely environmental sustainability; charity fundraising and community engagement are as important as ever to our family company. Having established a new corporate charity partnership with Teenage Cancer Trust during the previous financial year, we fundraised steadily throughout 2022; this fundraising kicked up a few gears with the introduction of a festive promotion across our UK managed pub estate, with a £I donation from each Christmas menu purchased going to Teenage Cancer

Once the festive dust had settled and the takings had been counted, we were overjoyed to announce a grand total of £9,758 raised via these festive menu donations, which we chose to round up to an even £10,000. A

stunning result, and a real team effort between Wells & Co.'s pubs and their generous customer base to support a cause that is clearly close to many hearts.

Hailey Amani, Senior Relationship Manager for Teenage Cancer Trust, reflected at the time: "Teenage Cancer Trust are so thrilled to be partnered with the fantastic Wells & Co. These donations will make such a difference to the support we can offer young people with cancer. Not only that, but they were also kind enough to offer free meals to our wonderful nursing staff over the festive period too. What a special bunch! We can't wait to see what else we can achieve throughout the rest of the partnership."

Back at Brewpoint, plans were afoot for a marathon fundraising effort – literally. Teenage Cancer Trust let us know that they had some spaces available to take part in the London Landmarks Half Marathon, and a couple of keen runners amongst our Head Office team answered their call.

Steve Hodge (Head of Health & Safety) and Tim Thomas (Building Surveyor) both registered for the event, laced up their running shoes, and began pounding the pavement in preparation for the 2nd April. A dedicated JustGiving page made it easy for family, friends and colleagues to donate in the run-up to the event, and the guys also put on a show at Brewpoint with a day of fun a week beforehand. Between a mouth-watering cake sale, a 'guess the finishing times' sweepstake and a fiercely-contested showdown on the Shuffleboard table, the events added to the JustGiving donations to achieve a grand total of over £1,500 raised for Teenage Cancer Trust. Amazing work by the dynamic duo.

(left) Steve Hodges (right) Tim Thomas

Elsewhere, our Charlie's Charity fund - a central pot for charitable support across the regions we operate in - saw some really inspiring applications this year, none more so than from two key members of Brewpoint's Brew Crew.

Jon Slate and Sam Till undertook a 3,000km journey across India in their faithful tuk-tuk, Meera, to raise much-needed funds for ShelterBox, a charity providing emergency shelter and other humanitarian aid to people affected by disaster worldwide. The guys made it back to Bedford safe and sound and were excited to report that the donations they received via their JustGiving page totaled £1,200 – a sum that we were delighted to match via our Charlie's Charity fund.

Reflecting on their adventure, Jon had this to say: "Driving 3,000km across India – the equivalent of travelling from Manchester to Moscow – was very



different from my usual commute across Bedford. Between disintegrating road surfaces, herds of livestock blocking our path, and Sam's driving, there was never a dull moment. Meera the tuk-tuk got the workout of her life, but she did us proud, delivering us safely to our end destination of Kochi after just a few emergency surgeries and only one complete breakdown."

Cheers to you, Meera.

THE GEORGE, CASTLETON

The previous pages have focused on our efforts to reduce our carbon footprint and improve our environmental credentials in our UK managed estate, but we're also excited to showcase to you a pub within our Pub Partner estate doing some truly pioneering work in this area – and having a lot of fun in the process.

John and Vicki Judson, Pub Partners at The George in Castleton, have developed a way of operating that other sustainability-minded hospitality businesses would do well to pay attention to. Between the way they source their fresh produce and the tools and skills they've equipped themselves with to make use of that produce, not a gram of food goes to waste at The George.

Residents of the village for less than twelve months, the duo have wasted no time in converting the garden of their new home to grow all manner of fresh produce for the pub's menu. Twenty-eight raised beds (and counting) house everything from cauliflowers to strawberries, all growing under the watchful gaze of their 'helpers', Cockapoos Oscar and Charlie.

According to Vicki, "there's always a bit of trial and error here; sometimes it takes us a while to figure out where to plant certain things to get the best yield, but it means we're constantly learning."

Back at The George, a series of sheds in the yard behind the pub – all constructed by a local farmer friend – house an eclectic selection of equipment that allows the pub team to make maximum use of this locally-grown harvest. Between a smoker, dehydrator, chill blaster, pizza dough press, ice cream machine, juicer and vacuum sealer, there's everything needed for the crew at The George to get creative, wow their customers with some unique products, and keep any food waste from their business to an absolute minimum.

This resourcefulness clearly comes naturally to John, as he explains: "twenty-five years ago I worked for a vegetable supplier; we've stayed in touch ever since, and we now have an arrangement where once a week they'll drop off surplus food from their warehouse that would otherwise go to waste. We then find ways to weave these ingredients into our menu for that week.

Working here at The George is definitely not the 'prep menu – serve menu – repeat' treadmill that many



hospitality businesses can become. Whether they're making spirits, sorbets or daily special dishes, our team are constantly given opportunities to show some creativity and learn some new skills in the process. Our neighbours in the village contribute too – they're always bringing us ingredients from their gardens, in fact we're currently having fun working our way through a mountain of rhubarb. I'll reward them with something like a jar of our jam for their troubles; it's become a real community thing, we all love it."

A delicious locally-sourced menu, produced by an engaged team with the full support of the pub's locals; The George at Castleton offers a blueprint that other sustainability-minded hospitality business would do well to follow, and having recently been crowned Sustainability Champions by the British Institute of Innkeeping the pub is now getting the industry recognition it rightly deserves.

However, you get the impression that as impressive as their setup so far undoubtedly is, John and Vicki are unlikely to slow down any time soon. There are plans afoot for a kitchen that will allow a range of chutneys to be produced; back at home, the greenhouses and polytunnels they've installed will soon be powered by solar panels added to the roof of the house, which the pair estimate will also reduce their home electricity bills by around 75%.

As Vicki notes with a wry smile: "Once John gets an idea in his head, it's happening. Sometimes – as with the three beehives he recently purchased – the first I know about it is when I read a post on the pub's Facebook page the following day!".





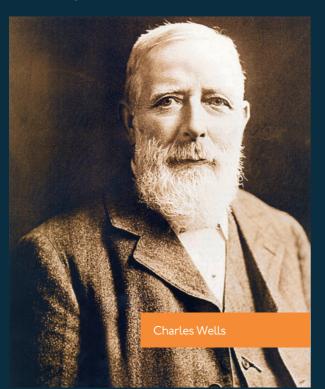


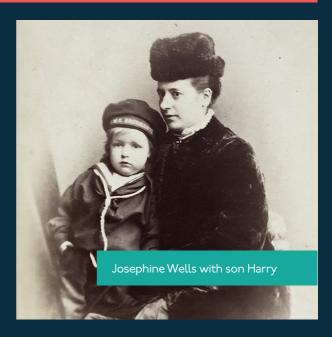


JOSEPHINE'S STAR TURN

2023 has been a huge year of real innovation here at Brewpoint. When our new Bedford home first opened its doors in 2020, a number of cracking beers were created and ultimately became the bedrock of our beer offering to our drinkers via our pubs and direct to drinkers via our Taproom shop and online sales. Whilst Midpoint, Checkpoint and On Point quickly become fan favourites, over time we came to recognise a need for a range of beers that could truly take the fight to our European and global competitors, both within our own pub estate and in the free trade.

Jonny Kirkham, our Head of Sales and Brand Marketing, commissioned a market research project in January of this year which aimed to understand not only the opinions of our target drinkers but also the thoughts of our managers and Pub Partners on our beers. We





were keen to understand what really mattered to them in terms of presentation, and also to gauge their understanding of how 'connected' (or not) Brewpoint was to the town of Bedford, testing awareness and understanding of the Wells family ownership of our new brewery as part of the survey.

The research findings revealed overwhelming support for bringing the rich history of our family business to the fore in our marketing; in fact, many other breweries would kill for such a long and rich history under which to position their brands. Enter Josephine Wells.

Josephine and Charles Wells have remained at the heart of our brewing story since the inception of our business, yet since 1876 Josephine had largely remained in the shadows. Our Marketing team felt it was time to bring her to the fore and respectfully position her as our new hero – a title thoroughly deserved by the woman who devoted herself to raising eight children under eleven years old whilst Charles was off building his brewery and pub business. We surmised that Josephine must have been an incredible woman and so we made the call to develop a fresh identity for our Brewpoint beer brands with her identity at the heart of it all.

The team went all the way back to the stories of the I870s for inspiration to inform the new names for our beers, taking care to link the past with the present and weave together a compelling and dynamic range of beers to excite today's drinker. The reception from consumers, our pubs and buyers has been extremely positive so far and we are excited by this new, strong foundation upon which to grow our stable of brands.

BEER BRANDS

Welcome to the all-new Brewpoint core range. Comprised of one cask and four keg beers and crafted to capitalise on marketplace trends, the new brews feature accessible taste profiles and ABVs, supported by visually compelling branding that brings the origin story of our family business to life at the bar. A beer range rooted in time and place, yet modern and relevant to today's discerning drinker.

Further new product development will follow in due course, but these beers already form a solid foundation upon which to drive the Brewpoint portfolio forward in our pubs either side of the Channel and beyond into our free trade and export markets. We hope that both Josephine and Charles would be proud of what we've created.



Name: Supernova Style: Helles Lager ABV: 4.6%

A modern take on our favourite style of German lager, brewed with traditional methods on our state-of-the-art brew kit. A lightly toasted malt profile and crisp finish is perfectly balanced with a zesty aroma from a blend of classic German and New Zealand hops.

Why the name Supernova?

When Charles met Josephine, he decided to give up his sea-fairing career and settle on dry land in marriage. Josephine was his Supernova - the great woman by his side.



Name: Foghorn Style: Hazy Session IPA ABV: 4.3%

A hazy, sessionable American style IPA. Gentle pine notes lead to an explosion of stonefruit and citrus flavours, leaving behind a crisp and bitter finish.

Why the name Foghorn?

Loud and proud with a standout psychedelic design, Foghorn signals the story of how Charles Wells gave up his life at sea and ventured into a new world of beer & pubs, with Josephine by his side. Their legacy and family values live on to this very day.



Name: Lodestar Style: Pacific Pale Ale ABV: 4.0%

ABV: 4.0%

An easy-drinking, crisp pale ale that is full of character. Expect bright tropical and citrus hop flavours on a light malt base with low bitterness.

Why the name Lodestar?

Charles Wells bought back a starfish as a souvenir to remember his sea-fairing days. This starfish sits at the heart of our Brewpoint logo. Charles' path was guided by a different star when he met his own lodestar, Josephine - the love of his life.



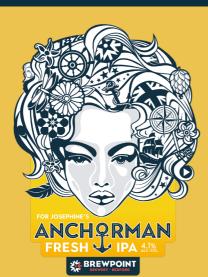
Name: Genesis Style: Bedford Stout

ABV: 4.1%

A smooth, creamy stout where roasted barley and oat malt are carefully blended with English bittering hops. Roasted aromas and a dry taste lead to a moreish finish. Fresh out of Bedford.

Why the name Genesis?

Josephine is our Genesis. Symbolising the start where Charles Wells gave up his life at sea and ventured into a new world of beer & pubs, with Josephine by his side. Josephine is the start of our story and the beginning of our journey.



Name: Anchorman Style: Fresh IPA (Cask) ABV: 4.1%

A modern, fresh and fruity cask beer brewed using a blend of contemporary English ingredients with American late-hopping. This blockbusting beer begins with a gentle malt sweetness leading to a lingering, bitter finish.

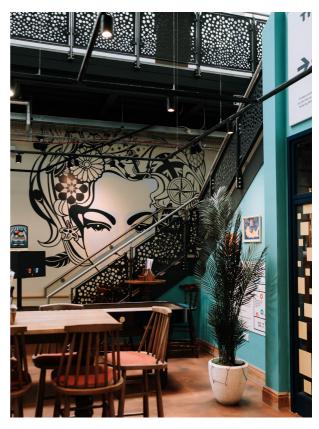
Why the name Genesis?

Josephine is the unsung hero of our story and the love of Charles' life. In the same way, he was her 'Anchorman'. Charles was a dependable familyman with a visonary outlook. With Josephine by his side, the wind was in his sails and a family brewing business became firmly anchored in Bedford.

TAPROOM NEW LOOK

It's not just the Brewpoint beer range that has seen significant change this year; the Taproom at our Bedford HQ has also been revitalised to reflect the new branding, with striking imagery of both Josephine and Charles forming the heart of the new look. Much like the beers themselves, reactions from Taproom visitors to the new décor have been overwhelmingly positive, with Bedford locals and guests from further afield all excited to learn more about the journey of our family business from 1876 to the present day.







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TAPROOM SERIES

Ever since Brewpoint opened its doors to the public, our Passion Project beers – small-scale, limited-edition brews available exclusively on draught at the Taproom bar – have given our visitors reasons to get excited, to try something new and to know that there'd be something fresh awaiting their next visit.

With the launch of our new Brewpoint beer range and Taproom makeover, we also took the opportunity to take the spirit of the Passion Project to the next level. Enter our Taproom Series.

Andrew Fleming, our Lead Brewer, explains: "The basis for this range of limited-edition beers was very simple; we asked our Brew Crew 'what have you always wanted to try brewing?'.

There are no real rules, it's intended as a true creative outlet, yet one that sees the same high standard of quality control as the established Brewpoint range. Using the 'micro kit' in our Brewer's Table room, we're able to produce on a small scale yet take advantage of all the same technology and techniques as we employ in the full-size brewery next door.

Passion Project beers were previously rather ad-hoc, but under their new name of the Taproom Series these brews now enjoy a more thorough design process. It's not just our Brew Crew supplying recipe ideas, either; there are knowledgeable beer fans throughout our business, and we've enjoyed bringing to life some great suggestions from other members of the Wells & Co. team.

Highlights this year have included Chai P.A., brewed using spices a couple of Brew Crew members brought back from their trip to India at the start of the year (reported elsewhere in this Annual Review); Mango Mash-up IPA, which took a few attempts to nail the recipe but proved entirely worth the effort; and Beepoint Honey Wheat Lager, brewed using award-winning honey from our very own beehives here at Brewpoint. How many other breweries can make that claim, I wonder?".







BREWPOINT IN THE COMMUNITY

Brewpoint - The Heart of Bedford Life.

The sale of our former brewery to Marston's in 2017 presented us with a golden opportunity to reestablish our family business in the town of Bedford. The Eagle brewery, whilst undoubtedly serving its purpose as a sizeable factory, was never conceived around hospitality – and it showed.

Having waited patiently in the intervening years whilst Brewpoint was designed, constructed and ultimately opened its doors, we've since seized the opportunity to reconnect with our local community. The Wells family have always been significant supporters of the town, with Charles having helped ensure local folk could access clean drinking water by sinking an artesian well in 1883. Indeed, Sir Richard Wells served as a member of parliament for Bedford for over two decades and held the position of President at Bedford Rowing Club for a similar period, having also played for the Bedford Blues Rugby Football Club over 80 times in his younger years – a busy man!

With fresh impetus behind the new Brewpoint beer range and huge enthusiasm to support the Bedford community, 2023 has seen our new home establish itself as a genuine champion of local sport.

Brewpoint is now proud to be an official partner of – deep breath - Bedford Blues Rugby Club, Bedford Rowing Club, Bedford Cricket Club, Riverside Tennis Club, Bedford Athletic Rugby Football Club, Real Bedford Football Club and Bedford Tigers Rugby League Club. Fans (and players) of these clubs can enjoy our beers with the reassurance that these long-term partnerships will remain a core element of our marketing strategy long into the future.

The Bedford Blues proved the perfect venue to launch our new Bedford Stout, Genesis, now pouring on over 20 taps at the club and already proving a big hit with the regulars. With our relationship to the club spanning many decades, it meant a lot to us to introduce this key addition to the Brewpoint range at Goldington Road.

Furthermore, many of you will remember our beloved 1960s VW camper van which since the Marston's deal had languished under a dust sheet, waiting dutifully for its time to shine. That time has now most definitely come, with 2023 seeing the van given a new lease of life as our 'Can-per Van'. It's now living a happy life delivering the Brewpoint beer range experience to consumers at events around the region.













BEER & BEYOND FESTIVAL



After finishing construction of Brewpoint in 2020, opening our Covid-safe doors to the public in 2021 and steadily building post-pandemic momentum throughout 2022, our new home saw another landmark date in its history in 2023: its very first beer festival.

Beer & Beyond, the festival in question, saw over I500 guests descend upon our Bedford brewery on the weekend of I5th/I6th July. We gave them no shortage of reasons to visit, with Brewpoint's appetising range complemented by a wide selection of guest beers from our friends at craft breweries across the country.

The food on offer was equally mouth-watering; we worked with a range of local vendors to delight our guests with everything from Indian street fare to hearty fried chicken, with the Brewpoint pizza ovens also doing a brisk trade throughout the weekend.

A wide range of live music acts kept things jumping in our Garden Bar, and the have-a-go heroes amongst our crowd also got their time to shine during Sunday afternoon's open mic session.

The festival was masterminded by our Sales and Events Manager, Chelsea Pountney. She picks up the story: "Beer and Beyond was all about celebrating our beautiful Taproom, introducing new visitors to Brewpoint's superb beer range and providing everyone who joined the party with a weekend of non-stop good times.

Piecing the event together was a real team effort, bringing colleagues from across the business together to deliver an experience that you'd recommend to friends. A lot of hard work and planning went into the event, but we also had a lot of fun in the process and were really proud of the end result."

The proof was in the pudding, with the festival steering Brewpoint to its first £50,000 week of the financial year. Sterling work by Chelsea and the rest of the Brewpoint team, and you can rest assured that planning for the 2024 edition of Beer & Beyond has already begun.

See you at the bar?











A FAMILY AFFAIR

You can't beat a good party, can you? The Wells family certainly don't think so. Following their previous get-together at our old Havelock St brewery back in 2015, excitement was high for another gathering in 2020.

Of course, the pandemic had other plans for us all that year... any thoughts of extended family socialising had to be put on the back burner until we were all able to do so safely.

Fast-forward to the weekend of 7th/8th July2023 and all roads led to Bedford for around ninety members of the Wells family. Emma Lewis, Personal Assistant to our Board, did an incredible job of stitching the weekend's festivities together, working tirelessly to produce a smoothly run and fun-filled two days for all involved.

An informal Friday night barbecue in the sunny garden of The Park in Bedford gave everyone a chance to reconnect and to marvel at the several teenage family members who had seemingly grown a few feet each in the intervening eight years.

The main event took place on Saturday: it was an absolute pleasure to welcome everyone to Brewpoint – for the majority, their first opportunity to visit our beautiful new Bedford home – and to update them on their family business. Having successfully weathered an incredibly stormy few years in the world of pubs and brewing spirits were high, with a lot of appreciation for Wells & Co.'s current state of play and enthusiasm for our future direction of travel.





The festivities were rounded off in style with a barn dance in the Brewpoint marquee on Saturday night. A delicious buffet, some freshly brewed Brewpoint beer and some very questionable dance moves rounded things off in style.

The weekend was a real highlight of the summer for us here at Wells & Co., and the best part is we won't need to wait too long to get everyone back together - planning has already begun for a big Wells bash to mark the I50th anniversary of our family business in 2026. We can't wait.













