

WHITBREAD PLC

18 May 2023

Dear Shareholder,

I am pleased to enclose the Annual Report and Accounts of Whitbread PLC for the financial year ended 2 March 2023.

The Annual Report and Accounts are also available in electronic form at www.whitbread.co.uk. Our website contains comprehensive information on the Company and is the best place to get all of the latest news on Whitbread. If you register your email address with us on our website, we will send you a message every time there is important news published on the site.

Annual General Meeting (AGM)

You will find accompanying this letter the Notice of the 2023 AGM. I am delighted to say that we are once again able to welcome shareholders or proxies to attend the AGM in person this year. However, we have also taken steps to ensure that shareholders are able to participate in this year's meeting remotely through an online meeting platform. Like last year, the meeting will be streamed live via the internet and there will be a facility to both ask questions (via the online platform and via telephone) and vote in real time during the meeting as if you were attending in person. We have also set up an email address for any shareholders who wish to submit questions in advance of the meeting. Further details can be found on the AGM page of the Whitbread website and in the Notice of AGM. The meeting will take place at 2.00pm on Thursday 22 June 2023 at our office in Dunstable.

The Notice of AGM contains an explanation of the resolutions which will be put to the meeting. The directors consider that the adoption of each of the resolutions to be put to the meeting is in the best interests of the Company and its shareholders as a whole. The directors intend to vote in favour of the proposed resolutions in respect of their own personal shares and unanimously recommend that you do so as well. All voting at this year's AGM will be by poll. We will release the voting results, as soon as possible following the meeting.

Enclosed with this letter, you will find a personalised form of proxy or, for those of you holding shares through the Corporate Sponsored Nominee, a personalised form of direction for the AGM.

Dividend Reinvestment Plan (the DRIP)

The DRIP will again be operated this year. The Terms and Conditions and a Shareholder Dividend Form are available on request from Link. Please make sure that you read these documents in full before deciding whether to take part.

Shareholder benefits

For a number of years, shareholders with 64 shares or more have been entitled to receive shareholder offers. If you are a qualifying shareholder (i.e. you hold at least 64 Whitbread shares) who holds the shares in your own name on the Register of Members and you registered to receive the shareholder card previously, you should have received this year's card with this letter. If you have not yet registered to receive shareholder benefits and would like to do so, or if you have any queries, please email Link at whitbread@linkgroup.co.uk or call them on 0344 855 2327 selecting option 1, (please note you will need your Investor Code at the time of the call). Once you have registered, and assuming that you continue to hold the required number of shares in Whitbread, you will automatically receive any offers in future and will not be required to register annually.

If your shares are held through a nominee service provider, then please contact them, asking them to e-mail Link a statement, confirming that you are a qualifying shareholder. Alternatively, the nominee provider may also provide you with a letter of confirmation in this regard and you can forward it to Link, who will then issue you with a shareholder benefit card.

I look forward to welcoming you to our 2023 AGM, whether in person or virtually.

Yours sincerely,



Adam Crozier

Chairman, Whitbread PLC

Whitbread PLC

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