WHITBREAD PLC

15 May 2024

Dear Shareholder,

I am pleased to enclose the Annual Report and Accounts of Whitbread PLC for the financial year ended 29 February 2024.

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 2024 AGM. The meeting will take place at 2.30pm on Tuesday 18 June 2024 at our office in Dunstable.

In the last couple of years we have provided a live video stream of our AGM, together with the opportunity to both vote and ask questions remotely during the course of the meeting. The number of shareholders using this service has been very low and does not justify the cost. We have therefore taken the decision to scale back the online element of the meeting this year, which will be available remotely via an audio-only webcast. Shareholders who are unable to attend the meeting in person are welcome to submit questions by email in advance of the meeting to agmquestions@whitbread.com. Any questions should be submitted by 5pm on Monday 17 June 2024. Votes can be submitted in person at the meeting or in advance via a proxy card or the online proxy voting system, but it will not be possible to vote online during the meeting.

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.

If you are not able to attend the AGM, you are still able to vote on the resolutions. You can appoint one or more individuals to act as your proxy so that they can attend, speak and vote at the meeting according to your instructions. For shareholders who returned one last year, you will find a personalised form of proxy for the AGM enclosed with this letter. If you have not received a hard copy form of proxy and would like to do so, please contact the registrar by email at whitbread@linkgroup.co.uk or on 0344 855 2327. You can also submit your form of proxy through the share portal at www.whitbread-shares.com or through the CREST system or via Proxymity.

Chequeless Dividends

With our continued commitment to the environment as part of our Force for Good agenda, and in response to a rise in the number of uncashed dividend cheques, we have decided that in future cash dividend payments will only be made by electronic means. This will start with the interim dividend, which we expect to pay in December 2024. From that point on we will no longer be issuing payments by cheque. You will need to register your bank account details to enable payment of cash dividends into your bank account. You can do this using one of the following methods:

- Via the Share Portal: www.whitbread-shares.com. If you have not previously registered with the Share Portal, you will need your Investor Code (a unique number that can be found on shareholder correspondence, such as share certificates or dividend tax confirmations). Once registered, you will be able to register your bank account details and obtain dividend confirmations via the Share Portal. You can also register a preference to receive a notification by email that your cash dividend has been paid into your bank account.
- By calling Link Group on 0344 855 2327. If you are outside the United Kingdom please call +44 344 855 2327.

Whitbread PLC
Whitbread Court
Houghton Hall Business Park
Porz Avenue
Dunstable
Bedfordshire LU5 5XE

Registered in England and Wales No. 4120344

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), you hold 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.

The Whitbread Corporate Sponsored Nominee (CSN) is available for shareholders who would prefer not to hold their shares in certificated form, but still wish to receive documents and shareholder benefits from the Company. The CSN allows shareholders to hold their Whitbread shares via a nominee, but also allows Whitbread to have direct access to the underlying register, such that we can ensure that participants receive the documents and benefits that they request. If you would like to hold your shares in the Whitbread CSN, please log on to www.whitbread-shares.com. On the portal you will find further information in relation to the Whitbread CSN, including the terms and conditions and various transfer forms that you will need to review and complete. If you need any assistance with the forms or want any additional support, please e-mail custodymgt@linkgroup.co.uk outlining what you would like to do and they will email you back with the relevant instructions. Otherwise you can call Link on 0344 855 2327.

If your shares are held through another 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. Please note you will need to request a new card each year.

I look forward to welcoming you to our 2024 AGM.

Yours sincerely,



Adam Crozier

Chairman, Whitbread PLC