

WHITBREAD PLC

12 May 2017

Dear Shareholder,

I have pleasure in enclosing the Annual Report and Accounts of Whitbread PLC (the Company) for the financial year ended 2 March 2017. 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 the 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 2017 AGM. Like last year, the venue for this year's AGM is Church House Conference Centre, Dean's Yard, Westminster, London SW1P 3NZ and it will take place at 2.00pm on Wednesday 21 June 2017. The meeting will be followed by an opportunity to meet members of your Board, as well as other senior executives of the Company.

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. As in previous years, all voting at this year's AGM will be by poll using electronic handsets.

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. You will find a personalised form of proxy for the AGM enclosed with this letter. You can also submit your form of proxy through the share portal at www.whitbread-shares.com or through the CREST system.

Dividend Reinvestment Plan (the DRIP)

The DRIP will be operated once again this year. The Terms and Conditions and a Shareholder Dividend Form are available on request from Capita. Please make sure that you read these documents in full before making your decision.

Shareholder benefits

For a number of years, shareholders with 64 shares or more have been entitled to receive shareholder offers. Last year we introduced a new shareholder card, which I am pleased to say was well received by shareholders. If you are a qualifying shareholder (i.e. you hold at least 64 Whitbread shares) and you registered to receive the shareholder card last year, you should have received this year's card with this letter. If you have not yet registered to receive the shareholder card and would like to do so, or if you have any queries, please email Capita at whitbread@capita.co.uk or call them on 0344 855 2327.

Once you have registered, and assuming that you continue to hold enough Whitbread shares, you will automatically receive any offers in future and will not need to register annually.

I look forward to seeing you at the AGM.

Yours sincerely,



Richard Baker

Chairman, Whitbread PLC

Whitbread PLC

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

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