

WHITBREAD PLC

2 June 2020

Dear Shareholder,

I have pleasure in enclosing the Annual Report and Accounts of Whitbread PLC (the Company) for the financial year ended 27 February 2020. 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 2020 AGM. Obviously, we are currently living in unprecedented times and, sadly, we will be unable to welcome shareholders to our AGM in the usual way. This year, the meeting will take place at 3.30pm on Tuesday 7 July 2020 at our office in Dunstable. However, it will not be possible for shareholders to attend the meeting. We will, however, be happy to answer shareholder questions in advance of the meeting. Please send any questions you have to investorrelations@whitbread.com and we will post responses on our website.

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 proxy only. We will put a recording of the AGM on our website, along with the proxy results, as soon as possible following the meeting.

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.

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.

Corporate sponsored nominee

During the year we have worked with Link to establish a new Whitbread Corporate Sponsored Nominee (CSN). We did this because we know that a number of shareholders prefer not to hold their shares in certificated form, but still wish to receive documents and shareholder benefits from the Company. This has been raised by shareholders at previous AGMs. The new 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 new Whitbread CSN, you can find details of how to apply at www.whitbread-shares.com. If you need any assistance please e-mail custodymgt@linkgroup.co.uk.

Whitbread PLC

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Registered in England and Wales No. 4120344

WHITBREAD PLC

I am sorry that we won't get a chance to meet at this year's AGM, but look forward to seeing you at the meeting 2021 and hope that you all stay safe in the meantime.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Adam Crozier', followed by a horizontal line.

Adam Crozier
Chairman, Whitbread PLC