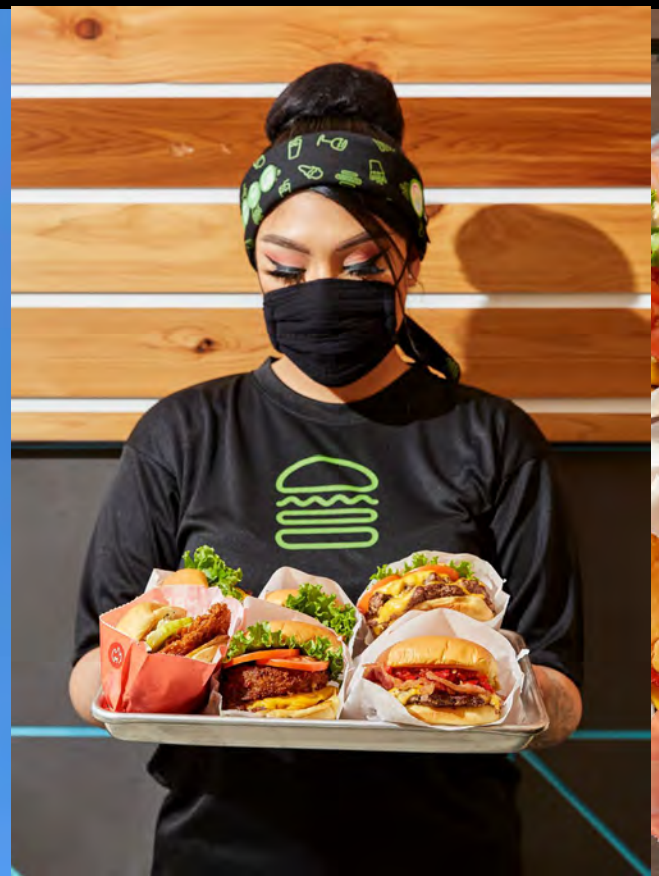
SHAKE SHACK®

ICR CONFERENCE
JANUARY 12, 2021









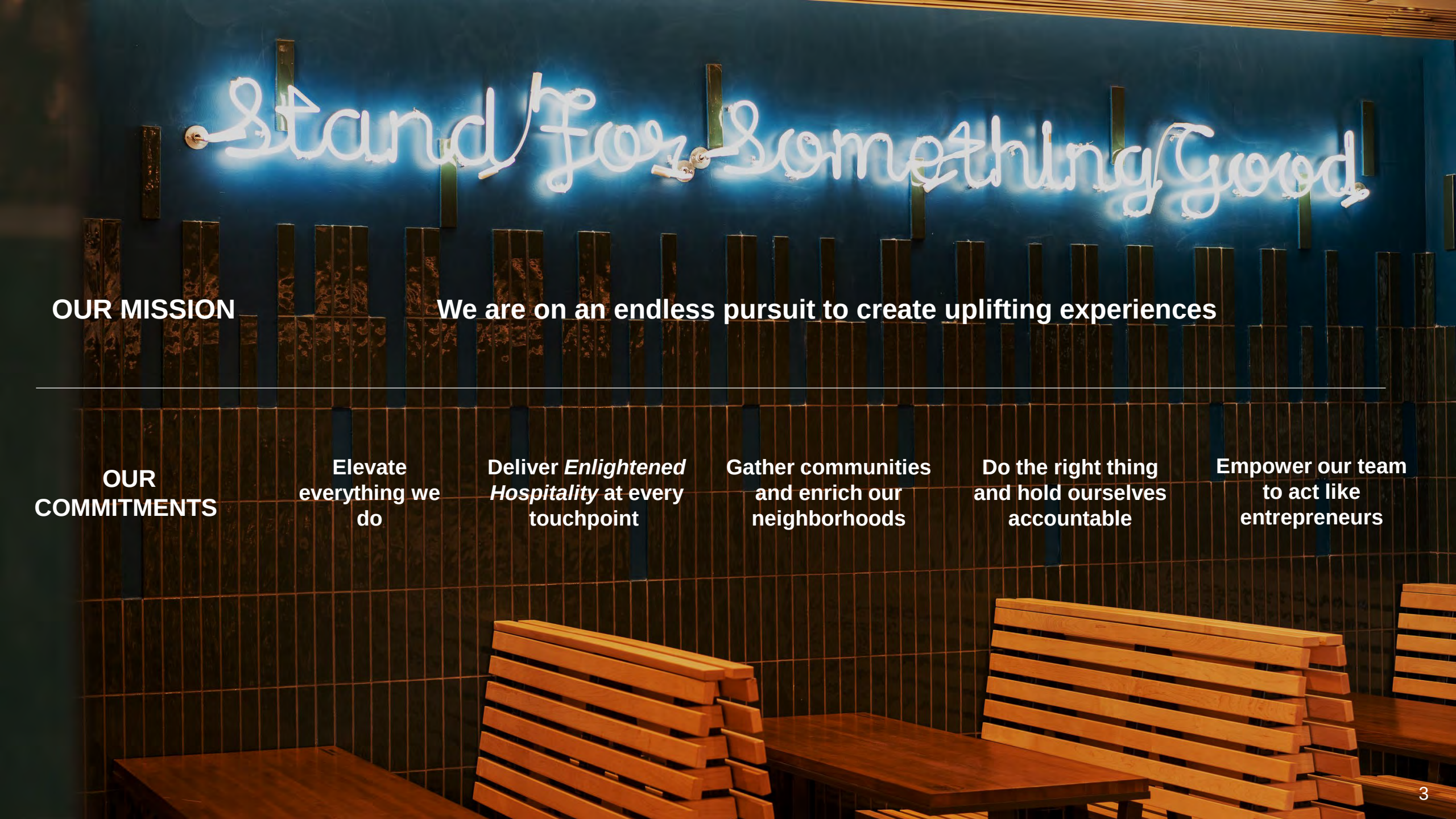
CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements, within the meaning of the Private Securities Litigation Reform Act of 1995 ("PSLRA"), which are subject to known and unknown risks, uncertainties and other important factors that may cause actual results to be materially different from the statements made herein.

All statements other than statements of historical fact included in this presentation are forward-looking statements, including, but not limited to, expected financial results and operating performance for fiscal 2020, expected development targets for fiscal 2021 and fiscal 2022, including expected Shack construction and openings, expected same-Shack sales growth and trends in the Company's operations, the expansion of the Company's delivery services, the Company's digital investments and strategies, and statements relating to the effects of COVID-19 and the Company's mitigation efforts.

Forward-looking statements discuss the Company's current expectations and projections relating to its financial operations, plans, objectives, future performance and business. You can identify forward-looking statements by the fact that they do not relate strictly to historical or current facts. These statements may include words such as "aim," "anticipate," "believe," "estimate," "expect," "forecast," "future," "intend," "outlook," "potential," "project," "projection," "plan," "seek," "may," "could," "would," "will," "should," "can," "can have," "likely," the negatives thereof and other similar expressions. All forward-looking statements are expressly qualified in their entirety by these cautionary statements. Some of the factors which could cause results to differ materially from the Company's expectations include the impact of the COVID-19 pandemic, our ability to develop and open new Shacks on a timely basis, the management of our digital capabilities and expansion into delivery, and risks relating to the restaurant industry generally. You should evaluate all forward-looking statements made in this presentation in the context of the risks and uncertainties disclosed in the Company's Annual Report on Form 10-K for the fiscal year ended December 25, 2019 and Quarterly Report on Form 10-Q for the quarterly period ended June 24, 2020 as filed with the Securities and Exchange Commission ("SEC"). All of the Company's SEC filings are available online at www.sec.gov, www.shakeshack.com or upon request from Shake Shack Inc. The forward-looking statements included in this presentation are made only as of the date hereof. The Company undertakes no obligation to publicly update or revise any forward-looking statement as a result of new information, future events or otherwise, except as otherwise required by law.

In addition, the preliminary financial results set forth in this presentation are preliminary and unaudited, and these estimates are based on information currently available to the Company. While the Company believes these estimates are meaningful, they could differ from the actual results that the Company ultimately reports in its Annual Report on Form 10-K for the fiscal year ended December 30, 2020. The Company assumes no obligation and does not intend to update these estimates prior to filing its Form 10-K for the fiscal year ended December 30, 2020.



OUR MISSION We are on an endless pursuit to create uplifting experiences

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OUR COMMITMENTS	Elevate everything we do	Deliver *Enlightened Hospitality* at every touchpoint	Gather communities and enrich our neighborhoods	Do the right thing and hold ourselves accountable	Empower our team to act like entrepreneurs

STAND FOR SOMETHING GOOD AND OUR COMMITMENT TO ESG

IN ALL AREAS OF THE BUSINESS INCLUDING MENU AND SOURCING, SUPPORTING OUR TEAM, COMMUNITY ENGAGEMENT, OPERATIONS AND CORPORATE GOVERNANCE

Environmental



Hormone and antibiotic-free protein sourcing supported by robust animal welfare policies

Focus on evolution of food packaging where possible and lessening our impact within Shacks through design

Expanding menu with growing chicken category and additional vegetarian and vegan options

Developing partnerships with grass-fed and regenerative ranchers for premium local burgers

Social



Shack teams supported with premium pay and guaranteed bonuses totaling nearly $6M in 2020

Extensive diversity, equity and inclusion initiatives including mentoring programs, unconscious bias training, employee resource groups and targeted educational and development programs

Fed 6,000+ healthcare and frontline workers at the start of the pandemic, actively supporting our communities

Governance



Board of Directors consists of majority independent seats, with a diverse board in terms of gender, race, and ethnicity, and separate CEO and Chairman positions

Robust oversight by committee in areas including executive compensation, company-wide benefit programs, risk management, food safety, enterprise risk management and data security

Active outreach and engagement with major shareholders in relation to corporate governance and ESG priorities

Q4 AND FULL YEAR 2020 PRELIMINARY RESULTS[1]

$158M

Q4 Total Revenue

FY 2020: $523M Revenue



$152M

Q4 Shack Sales[2]

FY 2020: $506M Shack Sales



(17.4%)

Decrease in Q4 same-Shack sales[3], compared to (31.7%) in Q3

FY 2020: (27.8%) same-Shack sales



3.5X

Growth of company-owned app/web channels compared to prior year

59% Q4 total digital sales mix[4]



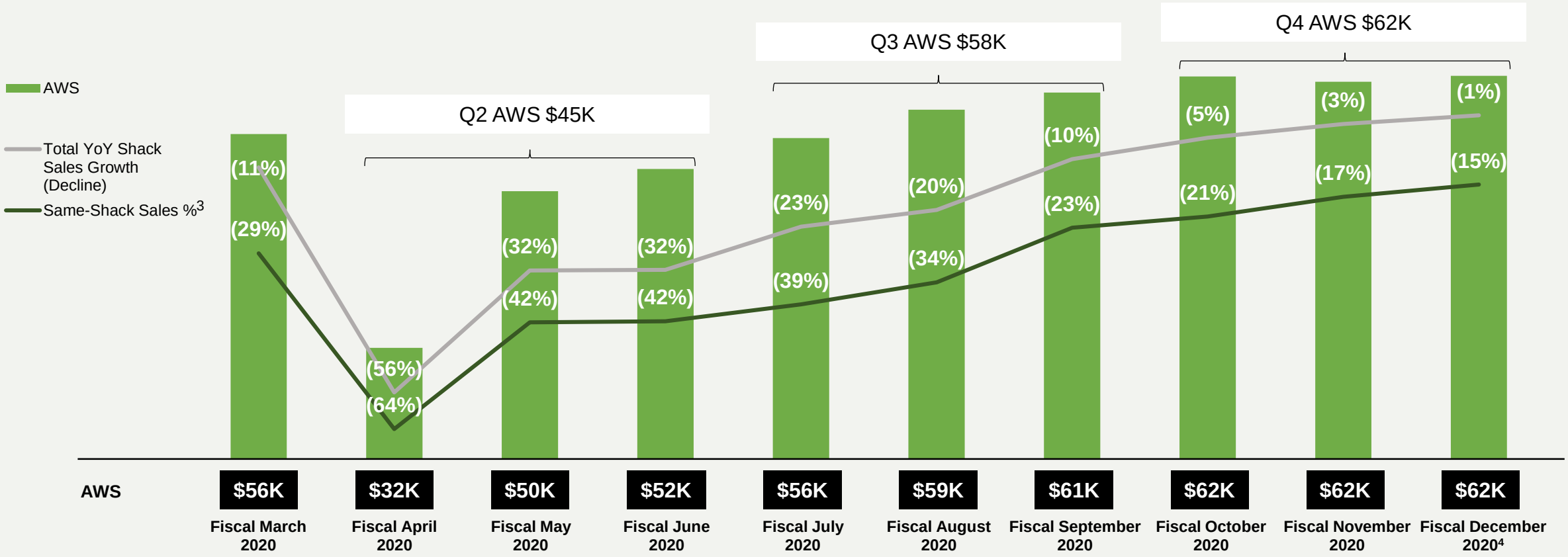
~0%

Suburban same-Shack sales in Q4 compared to prior year[5]



1. Estimated results are preliminary and unaudited and subject to change based upon completion of the audit and the Form 10-K for the fiscal year ended December 30, 2020.
2. "Shack sales" is defined as the aggregate sales of food, beverages and Shake Shack-branded merchandise at domestic company-operated Shacks and excludes sales from licensed Shacks.
3. "Same-Shack sales" or "SSS" represents Shack sales for the comparable Shack base, which is defined as the number of domestic company-operated Shacks open for 24 full fiscal months or longer. For days that Shacks were temporarily closed, the comparative 2019 period was also adjusted. For Q4 2020, same-Shack sales excludes the impact of the fourteenth week and compares the thirteen weeks from September 24, 2020 through December 23, 2020 to the thirteen weeks from September 26, 2019 through December 25, 2019. For fiscal 2020, same-Shack sales excludes the impact of the 53rd week and compares the 52 weeks from December 26, 2019 through December 23, 2020 to the 52 weeks from December 27, 2018 through December 25, 2019. In order to compare like-for-like periods for fiscal 2021, same-Shack sales will compare the 52 weeks from December 31, 2020 through December 29, 2021 to the 52 weeks from January 2, 2020 through December 30, 2020.
4. Digital sales includes sales made through the Shake Shack mobile application, Shake Shack website, and delivery partners. Does not include sales through kiosks that are located inside Shacks. Digital sales are normalized to reflect a consistent thirteen-week period.
5. Urban refers to a Shack that is located in a densely populated city area. These locations tend to be very walkable, close to lots of traffic, shopping, tourism and/or office buildings. Suburban is any Shack that's not classified as Urban.

AVERAGE WEEKLY SALES[1] (AWS) SHOW CONTINUED RECOVERY[2]



1. Average Weekly Sales ("AWS") is calculated by dividing total Shack sales by the number of operating weeks for all Shacks in operation during the period. For Shacks that are not open for the entire period, fractional adjustments are made to the number of operating weeks open such that it corresponds to the period of associated sales
2. Estimated results are preliminary and unaudited and subject to change based upon completion of the audit and the Form 10-K for the fiscal year ended December 30, 2020.
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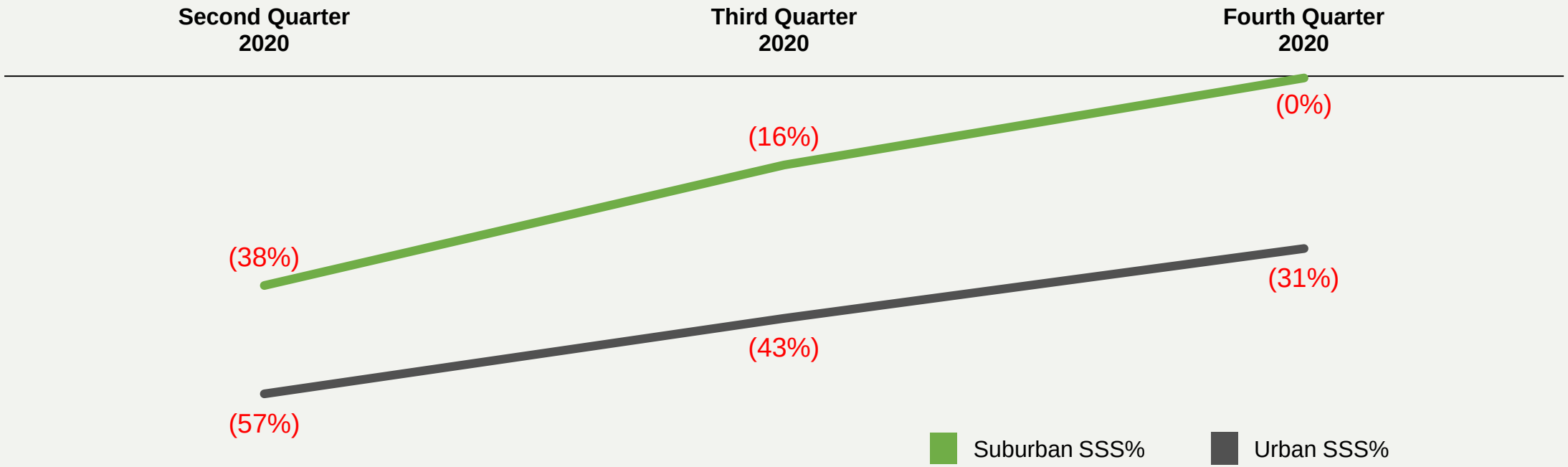
4. Fiscal December 2020 total YoY Shack sales decline excludes impact of the 53rd fiscal accounting week. The favorable impact of the 53rd week in fiscal 2020 was an incremental Shack sales of $10.7 million.

SUBURBAN SSS RECOVERED IN Q4 TO ~FLAT YOY; URBAN IMPROVING YET STILL MATERIALLY IMPACTED[1]

URBAN/SUBURBAN[2] QUARTERLY 2020 SAME-SHACK SALES[3] VS PRIOR YEAR



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2. Urban refers to a Shack that is located in a very densely populated city area. These locations tend to be very walkable, close to lots of traffic, shopping, tourism and/or office buildings. Suburban is any Shack that's not classified as urban. As of the end of FY 2020 there were 61 suburban Shacks and 53 urban Shacks in the comp base.
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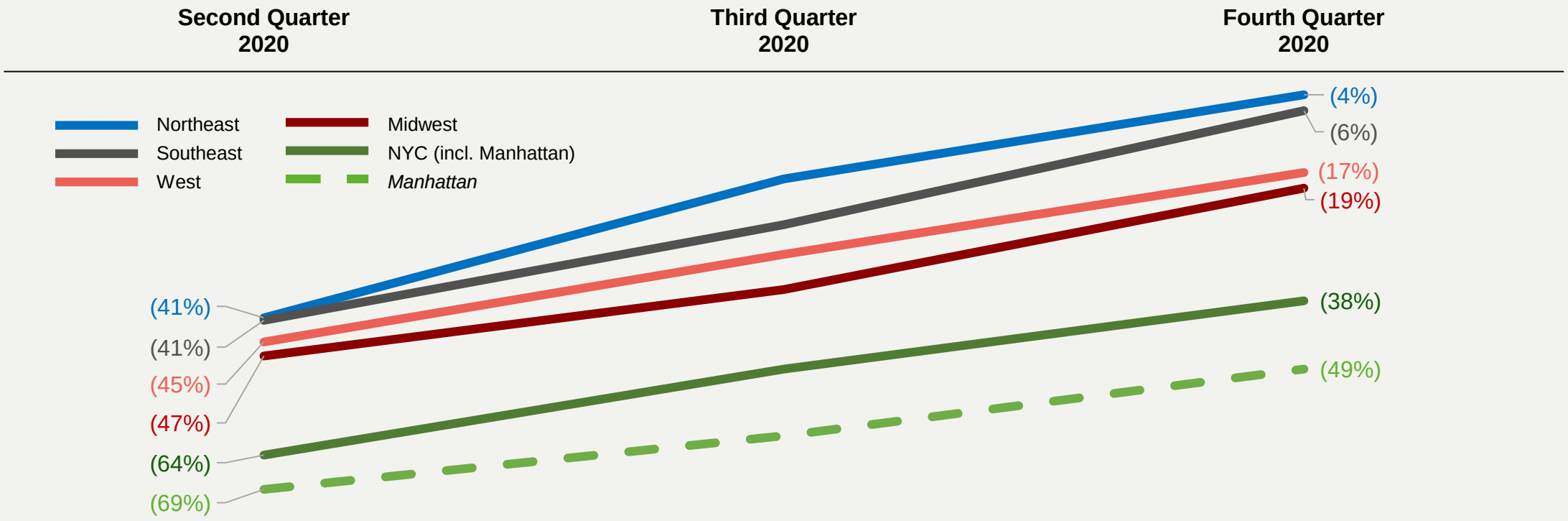
SEQUENTIAL RECOVERY CONTINUES ACROSS ALL REGIONS

MANHATTAN AND OTHER URBAN SHACKS DRAG OVERALL COMP[1]

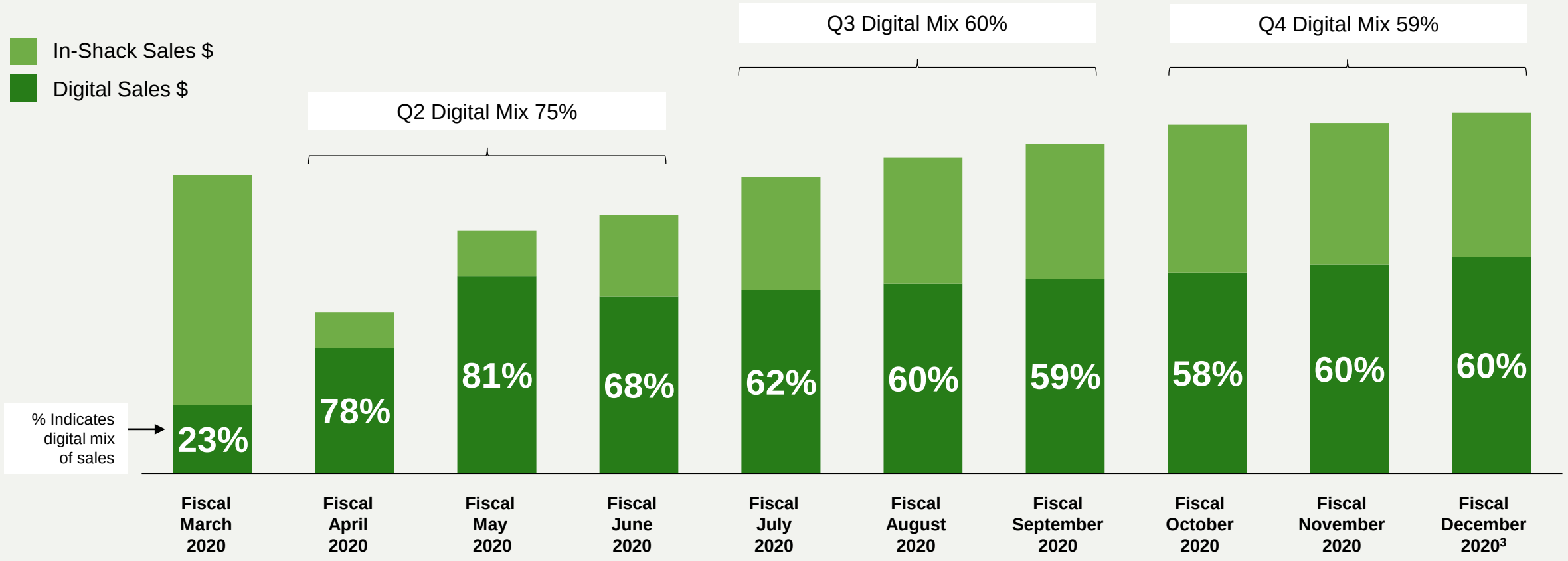
REGIONAL[2] QUARTERLY 2020 SAME-SHACK SALES VS PRIOR YEAR[3]



1. Estimated results are preliminary and unaudited and subject to change based upon completion of the audit and the Form 10-K for the fiscal year ended December 30, 2020.
2. The regions of domestic company-operated Shacks are defined as: NYC, which represents 5 boroughs; Northeast, which represents non-NYC NY, CT, DC, DE, MA, MD, NJ, PA, RI, VA; Southeast, which represents AL, FL, GA, LA, NC, TN, TX; Midwest, which represents IL, KS, KY, MI, MN, MO, OH, WI; and West, which represents AZ, CA, CO, NV, UT, WA.
3. "Same-Shack sales" or "SSS" represents Shack sales for the comparable Shack base, which is defined as the number of domestic company-operated Shacks open for 24 full fiscal months or longer. For days that Shacks were temporarily closed, the comparative 2019 period was also adjusted. For Q4 2020, same-Shack sales excludes the impact of the fourteenth week and compares the thirteen weeks from September 24, 2020 through December 23, 2020 to the thirteen weeks from September 26, 2019 through December 25, 2019.

DIGITAL SALES[1] REMAIN STRONG

Q4 APP/WEB SALES GREW 3.5x YoY; 90%+ DIGITAL SALES RETAINED SINCE HIGH POINT IN MAY[2]



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2021 KEY FINANCIAL DRIVERS

Total Revenue

Units:

Company-operated:
2021: 35-40
2022: 45-50

Licensed:
2021: 15-20
2022: 20-25

- Operating environment continues to be volatile and timing of full recovery remains uncertain with dining room restrictions in place and varying states of open markets
- Accelerating new Shack development with expansion of formats focused on convenience and integration with digital pre-ordering
- Digital product innovation and single view of the guest provides opportunity for increasingly targeted and personalized marketing
- Testing expansion of existing menu categories and LTO's to drive engagement
- Licensed expansion will focus primarily in Asia

Shack-level operating margin

- Margin recovery likely to mirror sales recovery with safety continuing to be priority, and resulting in additional costs across the business (PPE, packaging)
- No major inflationary changes across food costs expected at the current time although continue to monitor closely given uncertain and changing operating environment
- Labor inflation expected to be at mid-single digits; post pandemic various labor optimization initiatives will recommence
- High digital mix will continue to have impact on profitability in the near term particularly in relation to delivery commissions
- Delivering strong long-term ROIC continues to underpin new Shack development
- New operating models (eg. drive-thru) will provide learnings for future investments

G&A

- Investing to support significant ongoing growth opportunity, particularly in digital space

DRIVING SALES AND GROWING ADDRESSABLE MARKET



Omnichannel Guest Experience



Global Expansion & New Shack Models



Menu Innovation

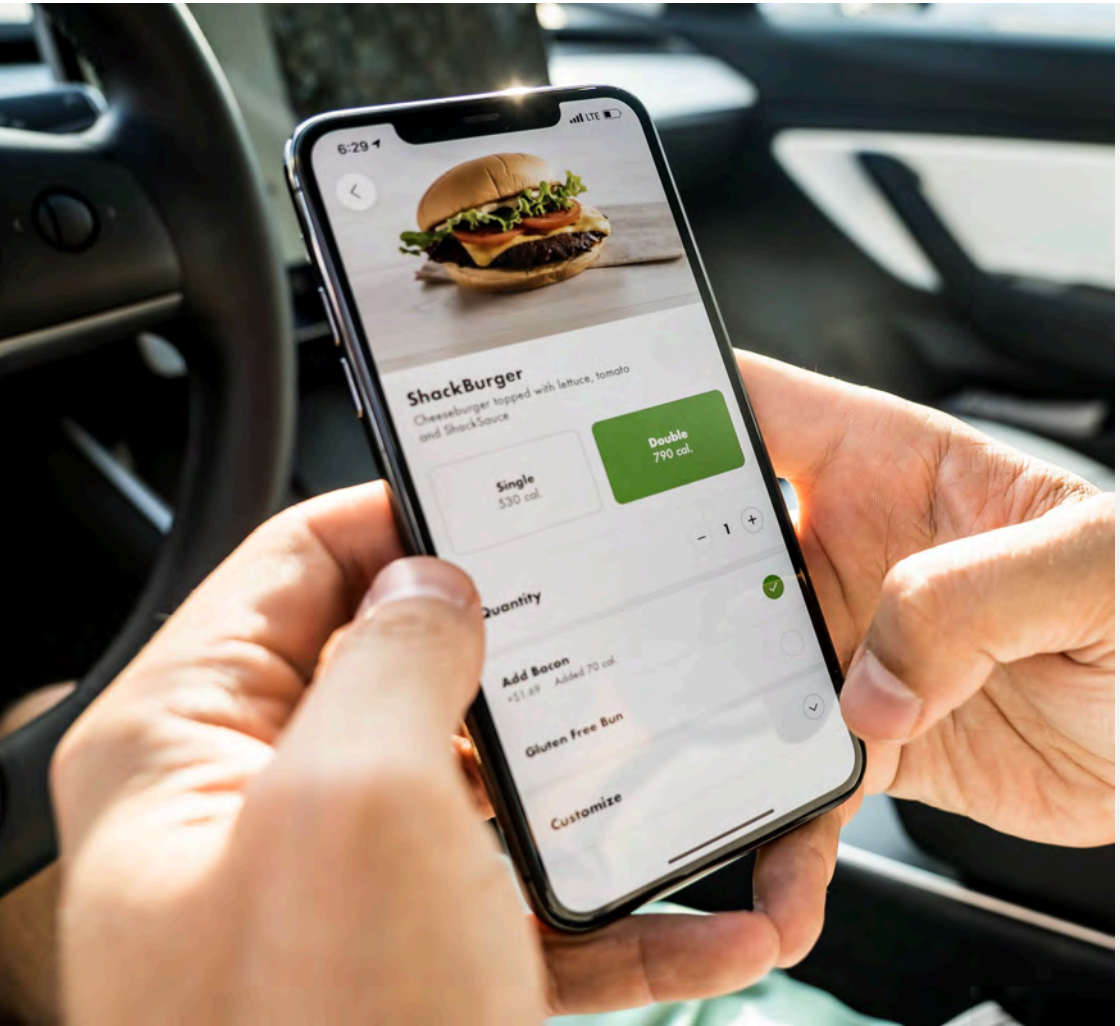
DRIVING SALES AND GROWING ADDRESSABLE MARKET



Omnichannel Guest Experience

- New digital tools expand access to the brand and remove friction in the ordering and pickup experience
- Significant opportunity for new guest acquisition and retention
- Integrated data platform enables segmentation and targeted marketing strategies

2020 – A YEAR OF DIGITAL TRANSFORMATION



Pandemic resulted in acceleration of digital innovation and execution

Multiple digital product launches throughout 2020 focused on maximizing access, speed and convenience

1.8 million first-time app/web purchasers since early March

Increased mix shift to off-premise pre-ordering and delivery

Expanded access to new digital opportunities to drive marketing efforts and mindshare

Evolving prominence of digital products and channels within physical Shack design

Increased use and leverage of technology to navigate COVID safety requirements and ensure stronger on exit

NEW DIGITALLY-ENABLED ORDERING EXPERIENCES

CURBSIDE PICK-UP LAUNCHED IN JULY '20

Pre-order on the app and food is then delivered to guest's car

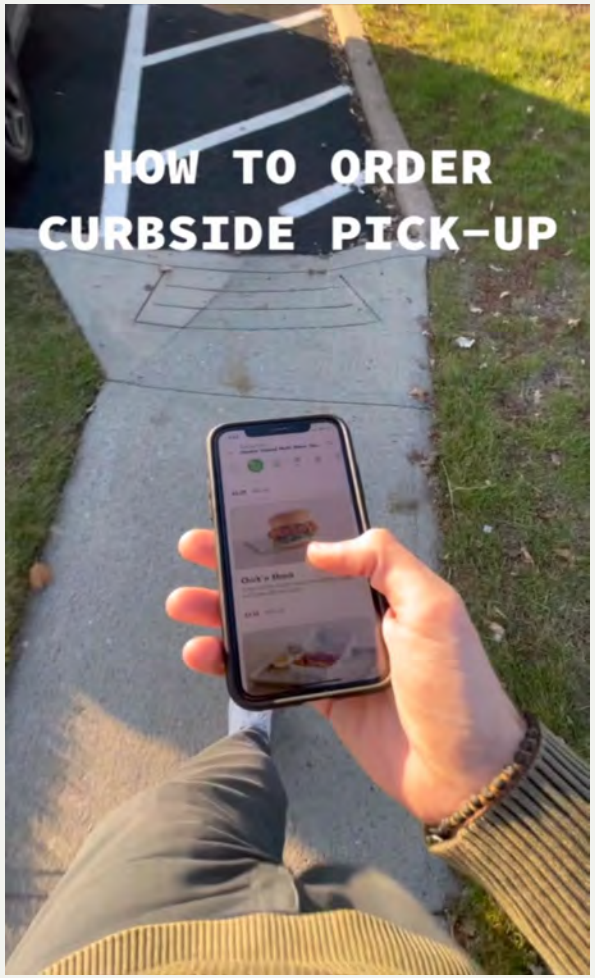
In place at ~70 Shacks primarily in suburban markets with sufficient parking

~150,000 unique guests have used curbside since launch, 30% of whom are new to Shake Shack

Potential to unlock lasting and material value:

- Average check is higher than in-Shack[1]
- Curbside experience is driving positive guest feedback

Added convenience and safety of curbside presents opportunity to drive increased guest acquisition and frequency going forward



1. Based on the timeframe 7/1/2020 – 1/5/2021

NEW DIGITALLY-ENABLED ORDERING EXPERIENCES

DELIVERY THROUGH SHACK APP

Pilot across three Miami Shacks, full systemwide rollout through Q1/Q2 2021

Native delivery functionality without leaving Shack app/web (fulfilled by Uber Eats)

Enhanced post-ordering experience with geo-location and real-time map-based order tracking

Retain ownership of transaction, guest relationship and associated data; completes holistic native digital experience

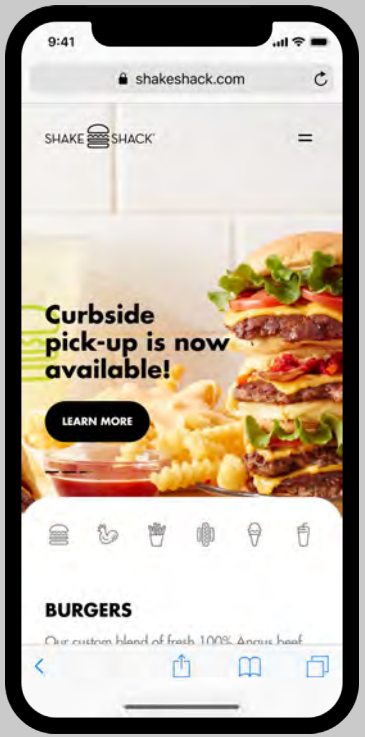
Expands opportunity for marketing efforts with additional segmentation, personalized messaging and omnichannel promotions

Enables price testing and differentiation to third-party marketplaces

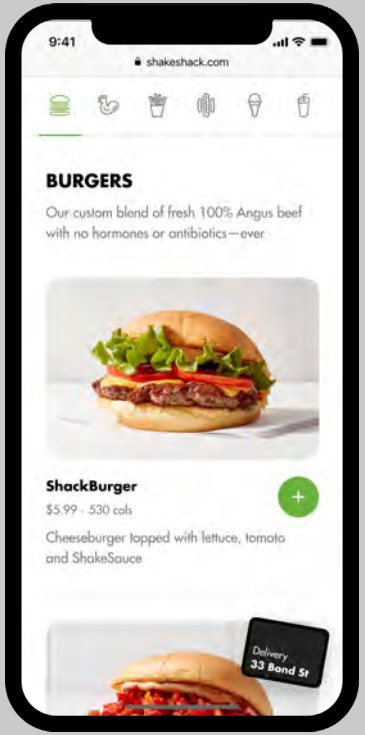


NEW DIGITALLY-ENABLED ORDERING EXPERIENCES

NEW WEBSITE AND ANDROID APP LAUNCH IN H2 2021



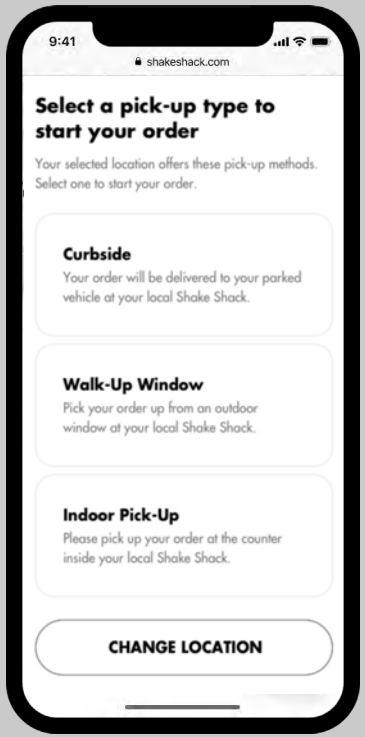
Expanded merchandising



Targeting increased conversion



Enhanced Upsell



Shack Track Integration

Redesigned mobile-first experience focused on conversion, speed and upsell

An owned platform delivers an immersive branded experience

Best-in-class tech enables enhanced merchandising, content and offer management

NEW DIGITALLY-ENABLED ORDERING EXPERIENCES

DIGITAL WALLET AND NEW PAYMENTS PLATFORM LAUNCH IN H2 2021



Introduction of next-gen digital payment processing, card storage, and stored value processing platform

Unlocks broader digital payment options (Google Pay, Apple Pay) across all ordering channels

Consolidated payment gateway grants ability to easily link guest purchase behavior across POS and digital channels

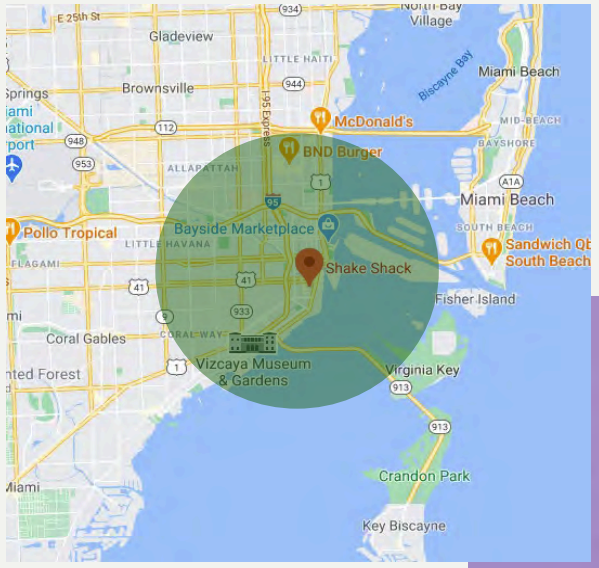
Ability to merchandise, sell and redeem eGiftcards within digital products for the first time

Improved contactless payment options for in-Shack orders

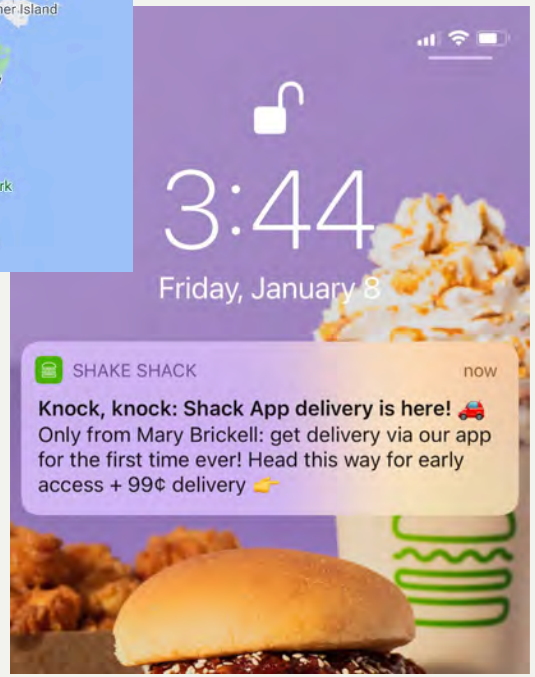
New payment platform further strengthens security and privacy management

DATA PLATFORM ENHANCES MARKETING CAPABILITIES

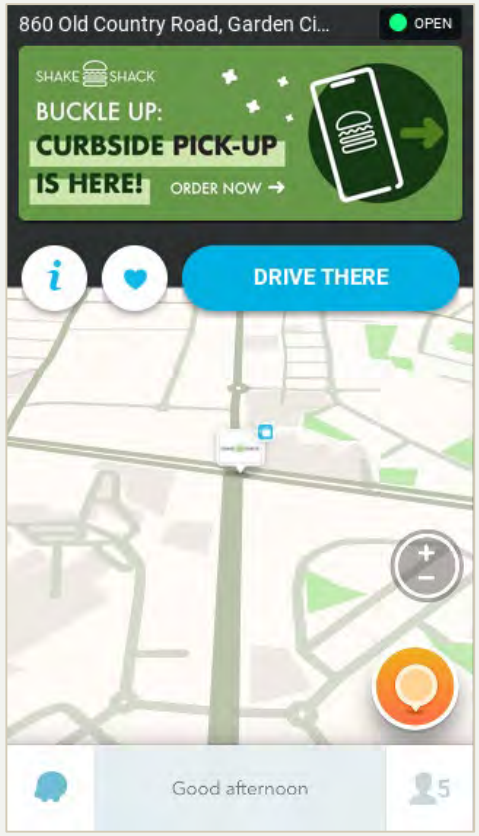
SEGMENTATION, TARGETING AND IMPROVED MARKETING EFFICIENCY



Opportunity to reactivate specific users within a to-the-mile radius of specific shacks



Customized intelligence sends messages during time-of-day that users are most likely to purchase or enabling timely response to other events



Hyper-local marketing in experimental channels

New channel experimentation (e.g. Waze, T-Mobile) offers opportunity to target untapped customer segments

Ongoing increases in level of data and insights will enable targeting through different stages of purchase lifecycle (new/acquisition, engagement/ retention, reactivation/lapsed)

DIGITAL ROADMAP – STILL AT FOUNDATIONAL STAGE

CONTINUED INVESTMENT COMMITTED AS CAPABILITIES STRENGTHEN

	NOW FOUNDATION FOR DIGITAL	NEXT ENHANCED DIGITAL INTERACTIONS	BEYOND DYNAMIC, PERSONAL RELATIONSHIPS
ENLIGHTENED HOSPITALITY	Launch innovative digital ordering experiences	Expand and scale new digitally-integrated formats	Realize opportunity for advanced platforms and integrations
SMARTER EVERY DAY	Build infrastructure to identify and segment guests from all touch points	Optimize platforms to maximize insights and marketing strategy	Continue to embrace and adopt emerging techs to drive intelligence and decisioning
PERSONAL (NOT JUST PERSONALIZED)	Target and market offers to unique segments	Incentivize and reward our most loyal and valuable guests	Enable omnichannel personalization at scale

DRIVING SALES AND GROWING ADDRESSABLE MARKET



Omnichannel Guest Experience

- New digital tools expand access to the brand and remove friction in the ordering and pickup experience
- Significant opportunity for new guest acquisition and retention
- Integrated data platform enables segmentation and targeted marketing strategies



Global Expansion & New Shack Models

- **Robust domestic and international growth and pipeline**
- **Expanding Shack formats to incorporate increased convenience and frequency**
- **Unlocking drive-thru opportunity**

TARGETING ~45% COMPANY-OPERATED SHACK UNIT GROWTH OVER NEXT TWO YEARS

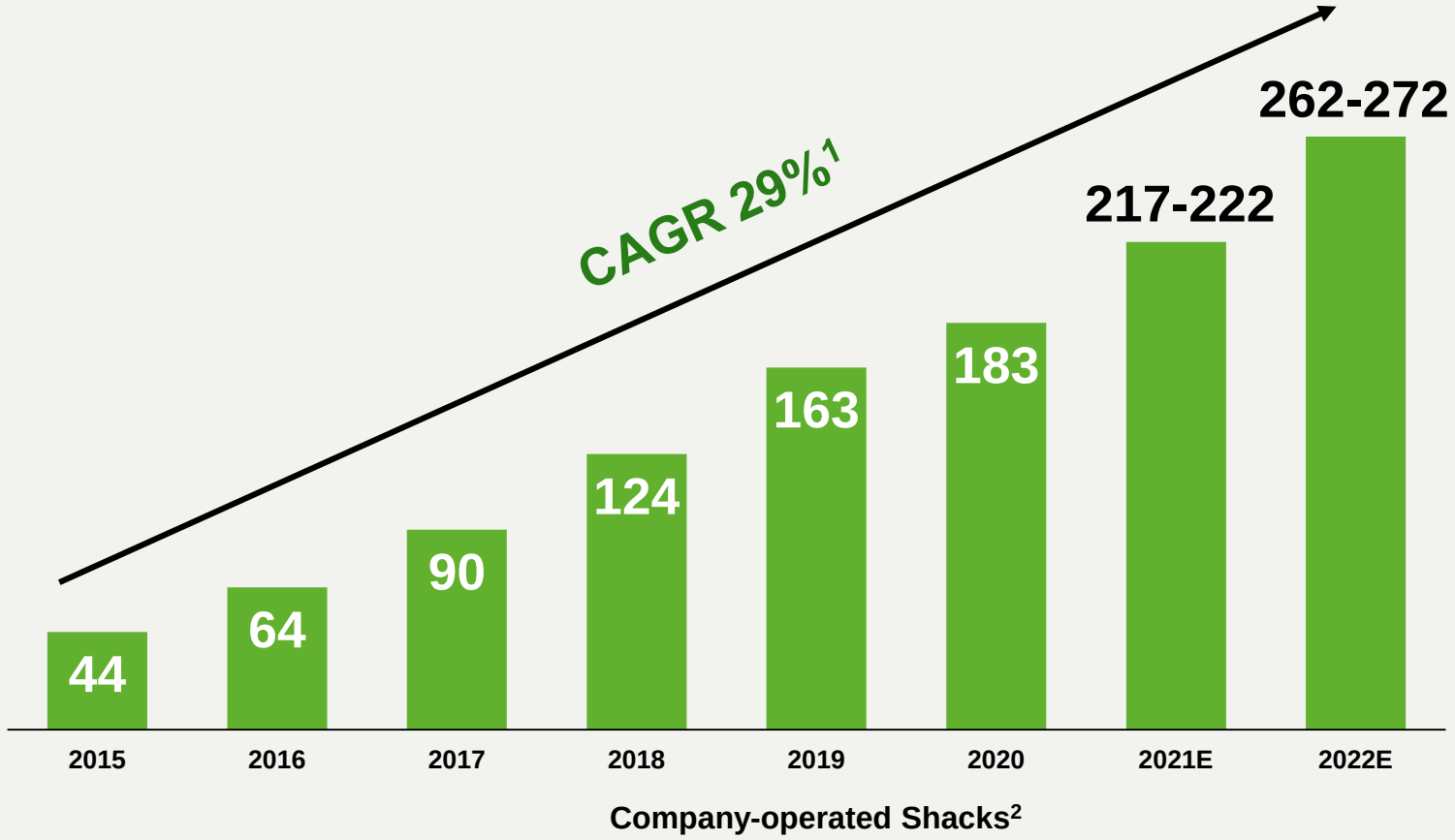
20 Shacks opened in 2020 despite challenging COVID environment

Targeting 35-40 openings in 2021 and 45-50 openings in 2022

Return to pre-COVID development momentum with robust pipeline

Aggressive pursuit of top-tier real estate in both urban and suburban markets that can incorporate diverse formats

First drive-thru targeted for Q4 2021



1. CAGR measures 2015 through mid point of 2022 range.
2. 2021 Shack count range is net of one Shack closure. Subsequent to the end of the fiscal year 2020, the Company was notified by its Landlord of their early termination of the Company's lease at Penn Station, NY due to its plans to redevelop the Long Island Rail Road Concourse following the successful completion of the East End Gateway and opening of the Moynihan Train Hall. This closure is expected to be effective by February 2021. 2022 Shack range assumes no Shack closures.

EXPANSION OF URBAN AND SUBURBAN SHACK FORMATS

Proven Formats



FREE STANDING PAD



URBAN CENTER



FOOD COURT

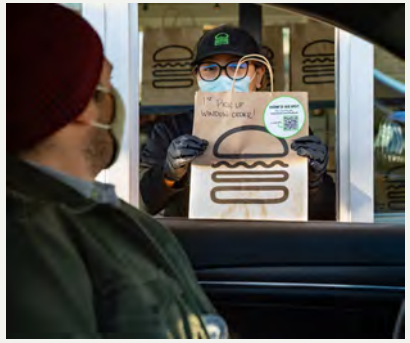


SHOPPING CENTER

New Shack Track & Drive-Thru Formats



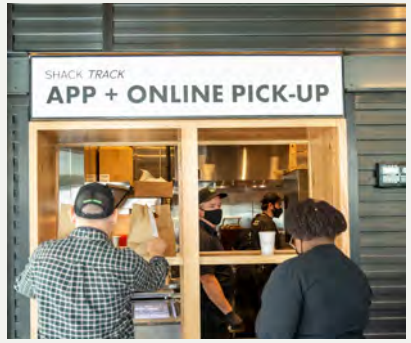
SHACK TRACK WALK-UP



SHACK TRACK DRIVE-UP



DRIVE-THRU



SMALL DIGITAL-FOCUSED

SHACK TRACK: ENHANCED DIGITAL PRE-ORDER AND PICK-UP SOLUTION

Shack Track enables expanded digital pre-order and pick-up options for guests, delivering added speed and convenience via:

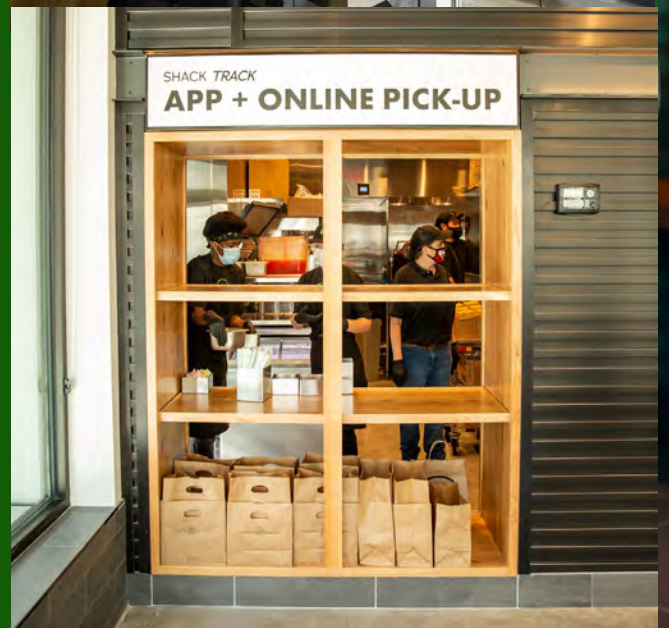
- Curbside
- Walk-up window
- Drive-up window
- In-Shack enhanced pick-up shelves

Support in-Shack social distancing and reduce friction at pick-up points

Digital tools enable further expansion of flexible Shack design

Shack Track will be incorporated in new Shacks with more than half of the 2021 class likely to benefit from one of curbside, walk-up or drive-up







EIGHT SHACK TRACK WALK-UP WINDOWS ADDED IN 2020

MORE PLANNED IN 2021





UNIVERSITY VILLAGE, WA – OPENED SEPTEMBER 2020

SHACK TRACK WALK-UP WINDOW FOR APP AND WEB PRE-ORDER PICK-UP





CHERRY CREEK, CO – OPENED DECEMBER 2020

SEPARATE ENTRANCE AND VESTIBULE FOR DIGITAL AND DELIVERY PICKUP







FIRST SHACK TRACK DRIVE-UP WINDOW CONVERTED AT VERNON HILLS IN 2020, ABOUT FIVE NEW PLANNED IN 2021





DANBURY, CT – OPENING 2021

SHACK TRACK DRIVE-UP; PRE-ORDER ON APP AND DRIVE-UP TO COLLECT



Note: Renderings for illustration purposes only. Actual Shack designs expected to evolve as sites are finalized. Image credit: Bergmeyer

ORLANDO, FL – OPENING 2021

FIVE TO EIGHT DRIVE-THRU SHACKS PLANNED ACROSS THE US BY END OF 2022



Note: Renderings for illustration purposes only. Actual Shack designs expected to evolve as sites are finalized. Image credit: Zebra

PIEDMONT PARK, ATLANTA, GA – OPENING 2021

DIGITAL FIRST SMALL FORMATS IN URBAN CENTERS



Note: Renderings for illustration purposes only. Actual Shack designs expected to evolve as sites are finalized. Image credit: Aria Group

DOWNTOWN PORTLAND, OR – OPENING 2021

ONGOING COMMITMENT TO GREAT URBAN GATHERING PLACES



Note: Renderings for illustration purposes only. Actual Shack designs expected to evolve as sites are finalized. Image credit: Aria Group

OAKLAND, CA – OPENED DECEMBER 2020

SHOWCASING ARTISTS FROM THE COMMUNITY





GLOBAL LICENSED BUSINESS



Opened 23 licensed Shacks in 2020

Speed of recovery by market differs based on broader market conditions

Airport and stadiums remain most significantly impacted



Increased Asian market Shack count by 35% in 2020

Successful Beijing market launch in August 2020

Chinese Shacks made strong recovery, operating at above pre-COVID levels in Q4'20



2021 targeting 15-20 new licensed Shacks

2022 targeting 20-25 new licensed Shacks

Expansion will focus primarily across Asia



Licensed partners are strong, proven operators with previous success expanding global brands

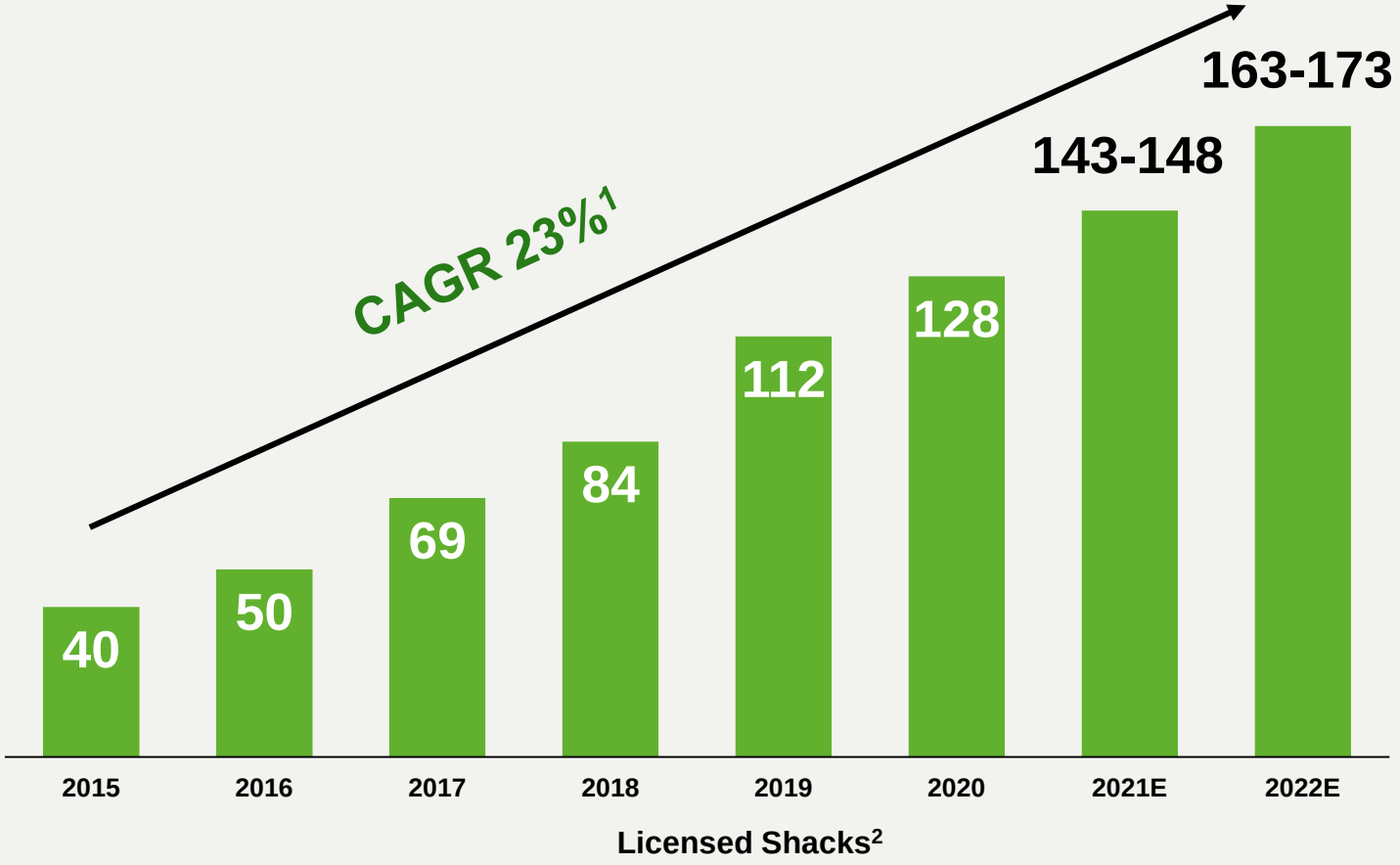
Capital light, cash-accretive operating model continues to be attractive complement to US company-operated

TARGETING >160 TOTAL LICENSED SHACKS BY END OF 2022

23 Shacks opened in 2020 despite challenging global operating environment

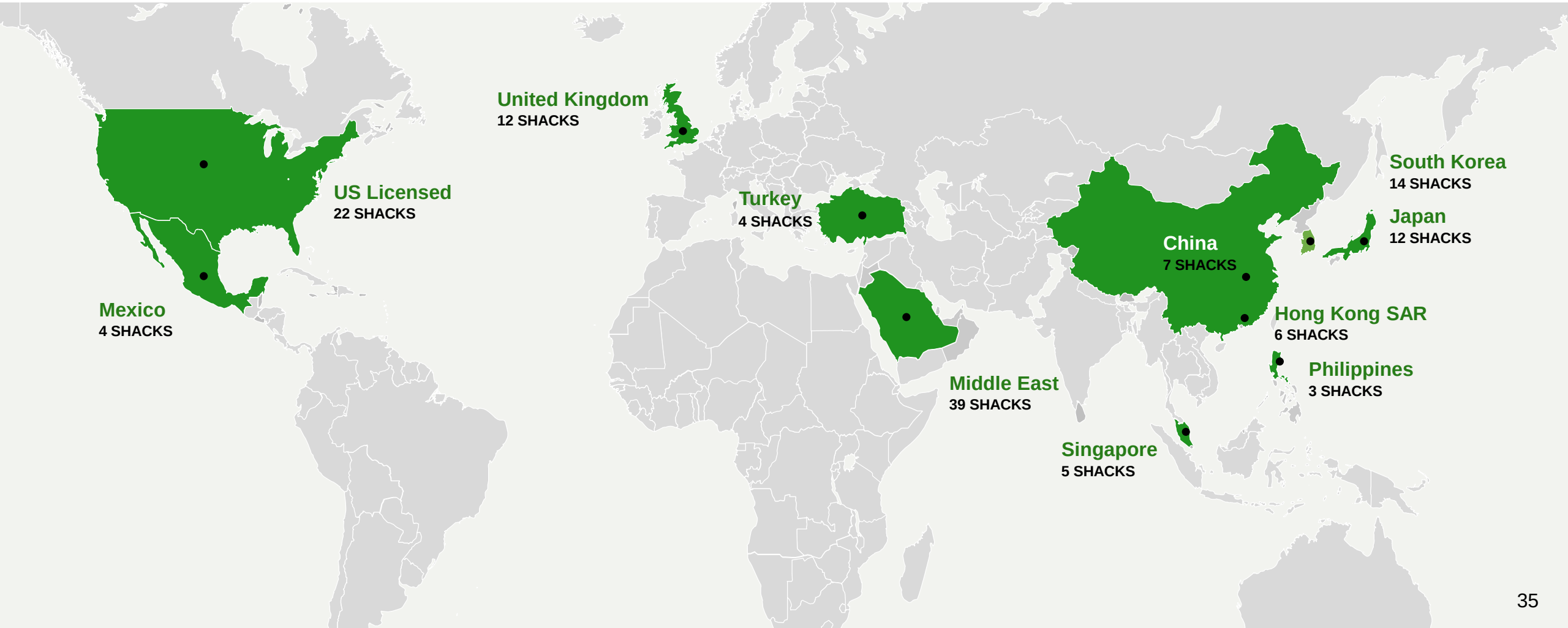
Targeting 15-20 openings in 2021 and 20-25 in 2022

Strength of brand continues to reinforce opportunity for global expansion



1. CAGR measures 2015 through mid point of 2022 range.
2. 2015-2020 is net of closures. 2021-2022 Shack count assumes no Shack closures.

GLOBAL LICENSING PRESENCE FURTHER AMPLIFIED BY OPPORTUNITIES IN ASIA, PARTICULARY CHINA

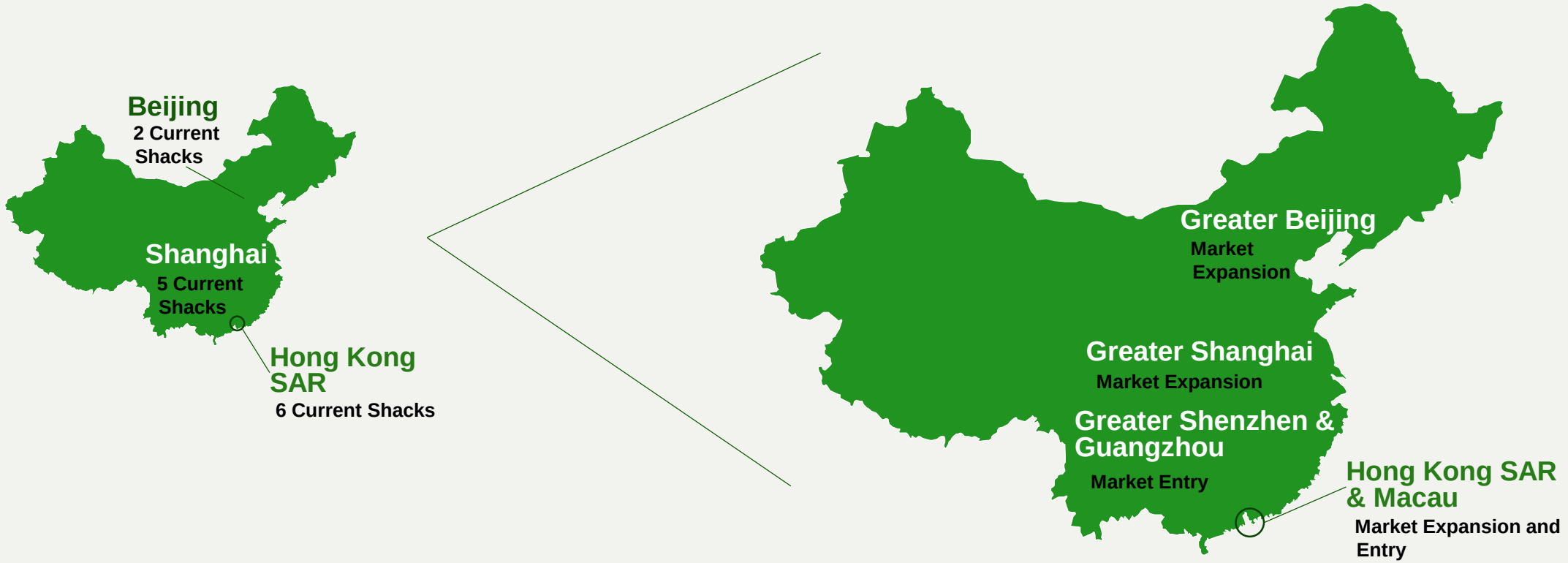


SIGNIFICANT GROWTH OPPORTUNITY AHEAD IN CHINA

THREE DEVELOPMENT AGREEMENTS IN PLACE IN MAINLAND CHINA WITH SEVEN SHACKS OPEN TO DATE

Current mainland Chinese market thriving and delivering sales above pre-COVID levels

Contracts in place to significantly expand unit count and regional footprint over next ten years



TAIKOO LI SANLITUN BEIJING, CHINA – OPENED AUGUST 2020



BEIJING, CHINA – OPENING 2021



Note: Renderings for illustration purposes only. Actual Shack designs expected to evolve as sites are finalized. Image credit: Zebra

VENETIAN SANDS, MACAU – OPENING 2021



Note: Renderings for illustration purposes only. Actual Shack designs expected to evolve as sites are finalized. Image credit: Zebra

SHENZHEN, CHINA LAUNCH – OPENING 2021



Note: Renderings for illustration purposes only. Actual Shack designs expected to evolve as sites are finalized. Image credit: Zebra

ORCHARD ROAD, SINGAPORE – OPENED AUGUST 2020



DAEJEON, KOREA – OPENED NOVEMBER 2020



CONDESA ROMA, MEXICO CITY – OPENING 2021



Note: Renderings for illustration purposes only. Actual Shack designs expected to evolve as sites are finalized. Image credit: Zebra

VINCE LOMBARDI TRAVEL PLAZA, NJ – OPENING 2021



Note: Renderings for illustration purposes only. Actual Shack designs expected to evolve as sites are finalized. Image credit: Host International, Inc.

DRIVING SALES AND GROWING ADDRESSABLE MARKET



Omnichannel Guest Experience

- New digital tools expand access to the brand and remove friction in the ordering and pickup experience
- Significant opportunity for new guest acquisition and retention
- Integrated data platform enables segmentation and targeted marketing strategies



Global Expansion & New Shack Models

- Robust domestic and international growth and pipeline
- Expanding Shack formats to incorporate increased convenience and frequency
- Unlocking drive-thru opportunity



Menu Innovation

- **LTOs driving engagement among core guests**
- **Buzz-worthy collaborations and press coverage**
- **Testing expansion of existing menu categories**

ELEVATED, MODERN, FUN VERSIONS OF THE CLASSICS

CONTINUED FOCUS ON CHICKEN AND BURGER LTOS







SEASONALLY INSPIRED SHAKES AND BEVERAGES







CULINARY COLLABORATIONS

PARTNERSHIPS DRIVE BUZZ & EXCITEMENT WHILE FOCUSING ON FINE DINING ROOTS







TESTING VARIOUS VEGETARIAN OPTIONS THROUGH 2021

VEGGIE SHACK CURRENTLY IN TEST AT ~30 SHACKS





THANK YOU



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CONTACT INFORMATION



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