



# Tanger<sup>®</sup> Outlets

Shop Outlets. Shop Tanger.

creating value EVERY DAY

**PEOPLE, PLACE AND PARTNERSHIPS**

2016 CORPORATE RESPONSIBILITY REPORT



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# ABOUT THIS **report**

Tanger Factory Outlet Centers, Inc. (referred to as Tanger Outlets or Tanger) is pleased to introduce our inaugural Corporate Responsibility Report, an overview of our commitment to sustainability and the communities where we live and work – the People, Places and Partnerships that create value for our stakeholders – every day.

This report is for the calendar year ending on December 31, 2016. It includes information from 44 Tanger properties in 22 states and Canada; environmental data referenced in the Place section of the report covers US operations only. This report was compiled using data available through current internal systems and processes.

Tanger Outlets' reporting process has been guided in part by the foundation, disclosures, and management approach influenced by the Global Reporting Initiative (GRI) Standards. The priorities, indicators and information shared within this report were influenced by this GRI framework

and relevance to Tanger's vision, Corporate Responsibility Framework and importance to the organization's operations.

For additional information regarding this report and its contents, please visit our website at [www.tangeroutlets.com](http://www.tangeroutlets.com), or contact [sustainability@tangeroutlets.com](mailto:sustainability@tangeroutlets.com).

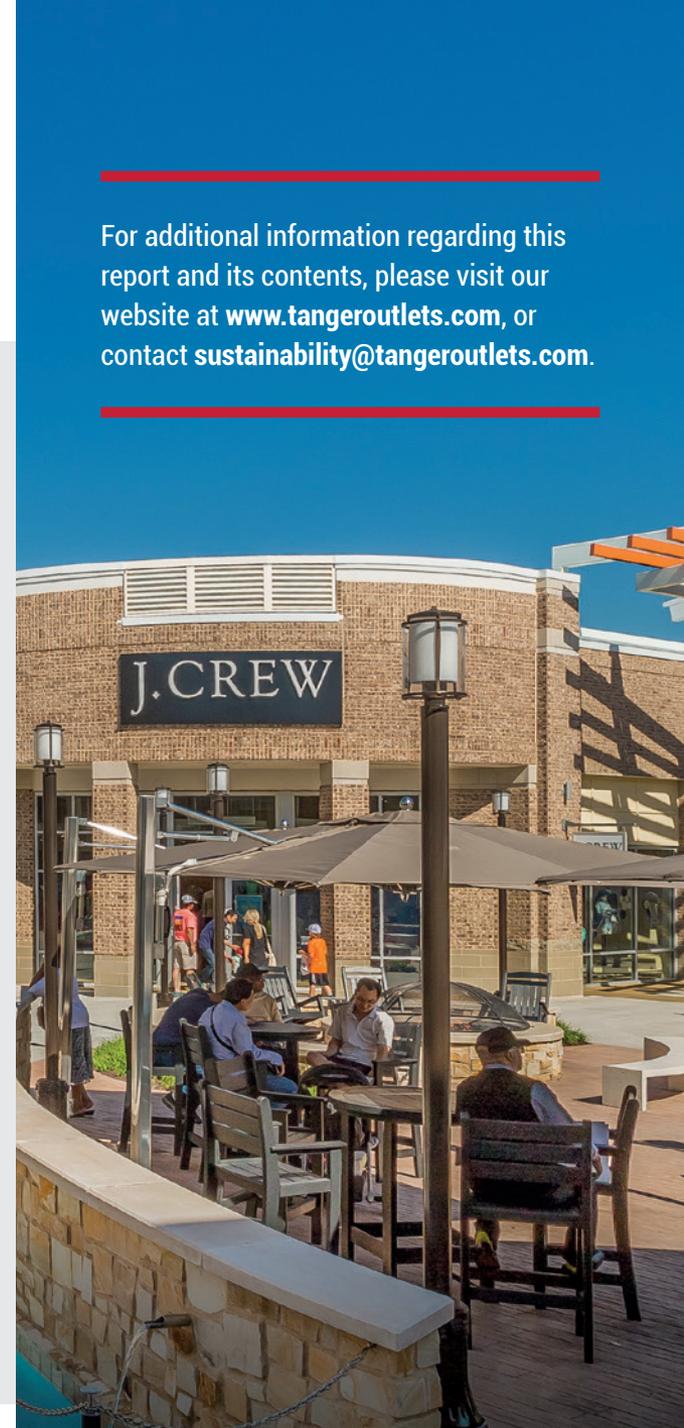
This Corporate Responsibility Report contains forward-looking statements relative to environmental, social, governance (ESG) and other non-financial performance measures. These statements include, but are not limited to, plans, estimates, intentions, and similar statements concerning anticipated future events, programs, results, circumstances, performance or expectations that are not historical facts. These forward-looking statements are subject to risks and uncertainties. Actual results could differ materially from those projected due to various factors.

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For additional information regarding this report and its contents, please visit our website at [www.tangeroutlets.com](http://www.tangeroutlets.com), or contact [sustainability@tangeroutlets.com](mailto:sustainability@tangeroutlets.com).

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**Tanger**  
Outlets<sup>®</sup>  
Shop Outlets. Shop Tanger.



# message

from Steven B. Tanger,  
our Chief Executive Officer



I am pleased to present to you Tanger Outlets' 2016 Corporate Responsibility Report covering results in calendar year 2016. Our focus is on **People, Place and Partnerships** which encompasses environmental sustainability as well as the impact on stakeholders including retail partners, shareholders, team members, customers, and community partners.

While this is our first year to formally report on our corporate responsibility efforts, Tanger team members have long been attuned to and focused on these issues. The idea of corporate responsibility has evolved beyond philanthropy to involve transparent disclosure practices, employee engagement and many

more important factors that sustain a business. Transparency in reporting is a vital aspect of integrity, and thus in this report you will see year to year comparisons and plans for potential future enhancements.

Our formula for success is to engage shoppers to ensure that we create experiences that allow friends and family to enjoy time spent together shopping the most popular brands at value prices in best-in-class centers. To accomplish this, we work with retail partners that provide fashionable merchandise at value prices; develop, deliver and manage best-in-class centers that create profitable distribution channels for our retailers; seek to provide

reasonable returns for our investors; create a productive and supportive work environment for team members; and employ responsible environmental practices.

We are proud of the consistent and ongoing progress made in our environmental sustainability efforts, where we have decreased our energy use by more than 5% compared to last year. You can read about our progress in the **Place** section of this report. Our "TangerCARES" programs help those most in need in local communities as well as national efforts like the Breast Cancer Research Foundation. Tanger Outlets has given more than \$17 million toward

More than  
**5%** decreased  
energy use

More than  
**\$17M** total contributions  
to community and  
national programs

community and national programs since 1994, and along with volunteer efforts by Tanger team members we have made a significant impact in these communities. Through our annual PINK Campaign, we have consistently funded community breast cancer awareness and prevention programs and the fight to end breast cancer by advancing the world's most promising research through our partnership with the Breast Cancer Research Foundation. Additionally, we help fund children's education programs and schools through our TangerKIDS program, and local fire, emergency, law enforcement and military personnel through our Hometown Heroes program. You'll want to read more

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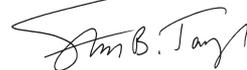
Our formula for success is to **engage shoppers to ensure that we create experiences** that allow friends and family to enjoy time spent together shopping the most popular brands at value prices in best-in-class centers.

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about these important contributions in the **Partnerships – Our Community Engagement** section of this report.

We thank you for your support, and welcome your feedback as we move forward to positively impact our communities, as well as the people we serve.

Sincerely,



**STEVEN B. TANGER**  
Chief Executive Officer  
Tanger Factory Outlet Centers, Inc.





# company PROFILE

**44** Centers

**3100** Stores

**500<sup>+</sup>** Brand & Designer Outlets

**97.7%** Occupancy

Tanger Outlets is the only publicly-traded REIT focused on the development, acquisition, ownership, operations and management of outlet centers in the United States and Canada. We develop upscale outlet shopping centers near major population areas and tourist attractions.

The outlet sector includes only an estimated 170 factory outlet centers in the country. Growth of the outlet channel has been very controlled. Because the sector is not overbuilt, when an outlet center enters a new market, consumers are more likely to be excited for the new value-driven experience. In 2016 Tanger operated 44 retail outlet centers in 22 states and Canada, including two new centers opened in 2016, one as a partner in a joint venture. This cautious but steady growth produced 2016 results including increasing adjusted funds from operations by 7%, and dividends

by 14%, with occupancy at year end of 97.7%, which was best-in-class among mall REITs and marked our 36<sup>th</sup> consecutive year-end with occupancy of 95% or greater.

Tanger provides the unique combination of social experience, branded merchandise, variety and consistent value that shoppers count on when they visit our centers.

We continuously look for new ways to enhance the shopping experience for our customers, as consumers constantly seek more experiences. We strive to create a best-in-class experience for our shoppers by offering more amenities such as comfortable seating areas, charging stations for electric vehicles, and onsite interactive features including digital wayfinding. Our customers enjoy one convenient destination where they can find the latest styles and trends for less every day.



At Tanger Outlets our mission is to be a top performing retail REIT. We do this by building partnerships that allow us to operate and develop first-class outlet centers, deliver significant savings from the latest and most popular retail brands to our shoppers, and provide a best-in-class customer experience. When we succeed in building partnerships, we believe we succeed as a top performing retail REIT.

Since pioneering the dynamic outlet industry in 1981, Tanger has grown to more than fifteen million square feet of retail space leased to more than 3100 stores and 500 plus brand name tenants. Tanger centers employ more than 45,000 individuals, making a significant contribution to economic development and growth. Tanger is at the forefront of retail outlet mall ownership and operations. We have developed incredibly strong and long lasting retailer relationships and have refined the unique skill sets required to be successful in the outlet sector.

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Tanger provides the unique combination of **social experience, branded merchandise, variety and value** that shoppers count on when they visit our centers.

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To develop and maintain first-class outlet centers we must model integrity, seek top financial performance and environmental efficiency, and **actively engage our team members and the communities we serve.**



# CORPORATE RESPONSIBILITY

## philosophy

### **Why We Believe in Corporate Responsibility**

At Tanger Outlets we recognize that Corporate Responsibility (CR) is essential to our success and the well-being of our stakeholders including customers, retail partners, shareholders, team members and community partners, and for the environmental sustainability of our planet. To develop and maintain first-class outlet centers we must model integrity, seek top financial performance and environmental efficiency, and actively engage our team members and the communities we serve.

### **Model Integrity**

For 36 years Tanger team members have been community leaders and therefore, conscious of our environmental, social, and governance

(ESG) responsibilities and opportunities. As we further develop and communicate our CR efforts we seek collaboration and innovation with our stakeholders and encourage transparency and accountability.

### **Financial Performance and Environmental Efficiency**

Being good stewards of the environment is not just a social good, it is also a competitive advantage that is crucial to our business. As good stewards we seek to minimize economic, environmental and social risks. This business approach is grounded in integrity and the many long-term relationships we've cultivated since inception. We are committed to working to create a better world for all stakeholders in a financially responsible, sustainable manner.

### **Engage our Team Members and Communities**

Tanger Outlets' relationships with team members and communities are important assets and we seek to create long-term relationships with our over 650 full and part-time employee team members and partners in the 44 centers and communities we serve. We believe engaged team members and community partners will foster loyalty, attract and retain shoppers and move the Company forward.

We demonstrate this commitment by focusing on **People, Place and Partnerships**, and it is at the core of our Corporate Responsibility Philosophy and Framework.

# CORPORATE RESPONSIBILITY framework

## How We Implement Our Corporate Responsibility Commitment

We are working to integrate sustainable thinking into all aspects of our business, ranging from property development and operations, to community engagement and creating a positive work environment for employees. We refer to this as our Corporate Responsibility (CR) commitment.

This CR commitment is expressed through a framework that helps us to ensure we remain focused on all stakeholders, and that our actions are guided by these relationships. The three pillars of our Corporate Responsibility Framework include:



### people

Employees and Customers: the long-term, trusting relationships with team members, including part-time employees, and the consumers we serve



### place

Environmental Footprint: practices that enhance and differentiate our properties while considering the sustainability of our business and our planet



### partnerships

Retailers, Shareholders and Community Engagement: mutually beneficial relationships with nonprofit partners, shareholders and retailers that facilitate improved quality of life for the communities we serve

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Tanger Outlets intends to continue to evolve the process of identifying, implementing and reporting on ESG priorities over time, including development and measurement of specific goals within each of the three Corporate Responsibility Framework pillars.

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## Our Stakeholders

Our Corporate Responsibility commitment is based on the Framework outlined above, and implemented by engaging stakeholders as we identify priority issues. A review of leading industry and sustainability reporting research, including the Sustainability Accounting Standards Board (SASB), MSCI (formerly Morgan Stanley Capital Investment), Corporate Responsibility Committee (CRC) and Global Reporting Initiative (GRI), informs our strategy. Input from stakeholders helps us identify and refine the environmental, social and governance (ESG) issues that are priorities for Tanger Outlets. Tanger monitors, manages and engages stakeholders regarding these ESG issues through a series of internal processes that include the following:

- Gathering stakeholder feedback through focus groups and other means
- A series of environmental impact studies
- Community engagement surveys and conversations
- Employee engagement surveys and listening sessions

## Our Material Issues

Issues identified are then translated into operational priorities and processes across the business as well as within specific functional areas. The list below includes top level ESG items that have been, and continue to be priority areas for Tanger Outlets.

- Safety and preparedness at our centers, including streamlined communications for natural and human-made disasters
- Disaster recovery and business continuity, including off site testing and rapid reconstruction of networks and site infrastructure
- Disruption to tenant partners and shoppers through cyber intrusions impacting Tanger, including gap analyses and emergency response plans
- Environmental concerns including energy consumption and efficiencies, water use and waste reduction
- Tenant management and relationships, including communication of waste and energy reduction plans, to help improve their sustainability efforts

Tanger Outlets carefully monitors Enterprise Risk Management (ERM) topics, including corporate responsibility issues. In 2008 Tanger established a management position responsible for helping identify issues and establish processes for ERM across the Company. These processes

include consulting with external stakeholders as well as Tanger team members. The long-term relationships with retail partners, shareholders and employees are a top priority and help Tanger identify issues and opportunities.

Tanger's Executive Risk Committee meets regularly, and consists of the highest levels of Tanger senior management. This committee works closely with appropriate line management to understand issues and risk mitigation approaches, and shares information with the Audit Committee of the Tanger Outlets Board of Directors. Directors provide perspectives and insights to enhance the Company's overall effectiveness and reduce the Company's risk profile.

## **A Corporate Responsibility Framework for the Future**

Tanger Outlets intends to continue to evolve the process of identifying, implementing and reporting on ESG priorities over time, including development and measurement of specific goals within each of the three Corporate Responsibility Framework pillars.

Subsequent sections of this report will share specific programs and results relative to each pillar of the Corporate Responsibility Framework, examining initiatives in terms of impact on the business and on stakeholders.





Tanger employees bring their talent and dedication to work every day, and make Tanger a great place to work. Dedication, integrity and partnership are core tenets of Tanger's business philosophy.





# people

## OUR EMPLOYEE TEAM MEMBERS

**650+** Total full and part-time employees

“

Relationships are definitely important. The people I work with at Tanger are hardworking, dedicated and highly experienced. We've been through a lot together and have stood beside each other through a multitude of professional and personal changes. I'm passionate about our team, and I'm most proud of their success.

”

LISA MORRISON,  
SENIOR VICE PRESIDENT, LEASING



Our people – the more than 650 full and part-time employee team members who make up Tanger Outlets – are critical to our success. We have great faith in the abilities of our team members to get the job done and move the Company forward.

These employees bring their talent and dedication to work every day, and make Tanger a great place to work. They are dedicated, smart and hardworking. Dedication, integrity and partnership are core tenets of Tanger's business philosophy. These are the cornerstones of the long-term, lasting relationships we have with Tanger team members. Along with an entrepreneurial spirit, our employees exemplify these values and characteristics as they have since our founding 36 years ago.



Approximately one-half of our full-time employees have been with us for more than five years, and nearly 30% have been with us for ten years or more. Turnover rates for full-time employees generally run below 3% annually. This continuity leads to consistency in interaction with stakeholders, and bodes well for our long-term success.

We warmly embrace and appreciate the contributions of all our team members. With approximately 54% of our workforce consisting of part-time employees, it is imperative that they have access to programs and benefits that support and encourage their continued employment with Tanger Outlets. We are proud that 17% of these team members have been with the Company for five years or longer. This is particularly impressive since 25% of all part-time employees were hired within the past five years, as a result of newly developed

properties. Turnover in the part-time ranks is well below the industry average, at less than 30%.

Our team members are passionate about exceeding expectations every day. Retail is a people business and our CEO, Steven B. Tanger, encourages team members across the Company to ***"Make it happen, do it now and have fun!"*** Even our mistakes have been terrific learning opportunities which give us a chance to get better. We celebrate our history as a Company and learn from it, while we constantly anticipate and search for innovative approaches as we focus on the future. To maintain our longstanding reputation as an industry leader, we must continue to enhance our skill sets to best connect with our customers.



For these reasons, we focus on:



## 1 TALENT ACQUISITION

attract and retain the best and brightest talent



## 2 TALENT MANAGEMENT

a robust succession planning process that manages executive transitions, evaluates and measures employee flight risk, and designs development plans to challenge and promote talent



## 3 CULTURE

an entrepreneurial culture that emphasizes personal initiative, values diversity and continuous learning, and encourages an open exchange of ideas that generates innovation across the business



## 4 TOTAL REWARDS

provide competitive compensation and benefits program to attract and retain employees



## Talent Acquisition

To attract and retain the best and brightest employees, Tanger Outlets must identify the best sources of talent, provide creative opportunities for individuals to learn more about the Company, offer fair and equitable compensation, and warmly welcome and integrate new team members into the business. We have processes in place to do all of this.

We actively recruit on college campuses and our CEO Steven B. Tanger is personally involved in outreach, speaking at colleges and universities as well as interacting with potential future employees during our innovative college internship programs.

Our relationship with University of North Carolina, Greensboro (UNCG) is a great example of engaging the next generation. Tanger Outlets recently rolled out the red carpet to welcome sixteen select students from the Bryan School of Business and Economics at UNCG who participated in an exploratory Tanger Career Trek. Students were required to apply for this event, as well as review customized business case study materials from Tanger before attending. Students were hosted by Tanger's Human Resources department, while Tom Guerrieri, Tanger's VP and Chief Accounting Officer and Controller, provided an overview during a Company Spotlight session. After a tour of





the newly-renovated corporate offices, the students broke into small groups to learn about human resources, marketing, accounting and operational functions at Tanger. Students enjoyed a luncheon with executives and were presented with gift cards before traveling to the Tanger Outlet in Mebane, NC, where they learned more about on-site operations from General Manager Jeff Johnson. According to Bramley Crisco, Bryan School Employer Relations, *“Experiential learning opportunities and time with outstanding employer partners are crucial to the development of the exceptional problem solvers of the Bryan School. The team at Tanger Outlets went above and beyond and our students had a great time exploring new career options.”*

Additionally, Tanger Outlets conducts an annual internship program in which current college students are employed for three to twelve months, during which time the students work together on relevant projects that are suggested by senior management. The culmination of the internship program requires students to present their ideas and share their experiences with the executive management team, including our President and our CEO. Not only do these interns demonstrate their initiative, ability to work as a team, and project management skills,

they also bring some brilliant ideas to the Company! Several interns have subsequently been invited to join the Tanger Outlets team; in 2016 four of these interns joined the team as full-time employees.

Tanger Outlets has an aggressive on-boarding program for new hires, known as PAL (Peer Assisted Learning). The program begins even prior to the new team member’s first day on the job, with management as well as an assigned internal mentor reaching out to welcome the new employee and offer assistance. Tanger Outlets recently received recognition for the PAL Program from CAI (Capital Associated Industries); CAI is a nonprofit employers’ association that does business with more than 1200 companies annually in central and eastern North Carolina.

To help ensure integration into the Tanger Outlets culture, new Customer Support Representatives (CSRs) review their thirty day goals and tasks with their manager monthly during the first ninety days, then adjust and refine based on experience to date. This practice provides the opportunity to confirm progress, adjust as needed, and is another example of a program that helps to drive the high retention of Tanger employees.

## Talent Management

Tanger Outlets has a robust succession planning process and along with data gathered directly from team members, has created new development planning and career path counseling processes. These actions were taken in direct response to feedback from Employee Engagement surveys. Team members expressed a desire for more career counseling and training, and more comprehensive on-boarding. Employee satisfaction with development opportunities is very high since implementation of these programs over the past several years.

Tanger Outlets has a long-standing commitment to succession planning and promoting from within. Betty Coleman is Vice President of Operations for Tanger Outlets, and an early example of promotion from within. Betty began her Tanger career at the Tanger Outlet Center in Williamsburg, IA more than 25 years ago. After multiple subsequent promotions in various parts of the Company and country, Betty came to Greensboro in 1997 as Assistant Vice President of Operations, and was promoted to her current position as Vice President of Operations in 2009. Betty has made significant contributions to the Company, including

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**Leadership Development is a major emphasis at Tanger Outlets. There are numerous training modules as well as job shadowing opportunities available for Tanger team members.**

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creation of Tanger University, a comprehensive training program for field management from across North America. Tanger Outlets has benefited from Betty's long-term relationship and tenure with the Company, and she has enjoyed a fulfilling career with Tanger Outlets. As Betty nears retirement she is also "paying it forward," as she nurtures potential future leaders across the Company.

Kimberly Dane is an example of Betty's mentorship. Kim joined Tanger as part of an acquisition in late 2002, and has since held positions within the Company as General Manager, Regional Asset Manager, and currently as Assistant Vice President of Operations. She aspires to additional leadership positions within the Company and has been actively involved in Tanger's succession planning process.

Leadership Development is a major emphasis at Tanger Outlets. There are numerous training modules as well as job shadowing opportunities available for Tanger team members. New hires in field management

positions across North America are required to participate in Tanger University, an intensive one-week training program at corporate headquarters in Greensboro, NC. Faculty are senior leaders from across the Company in the various business disciplines including operations, finance and accounting, marketing, human resources and other relevant functional areas. Not only do students get to know and learn from each other, they also get to know the Company's senior leadership team as they take a deep dive into each functional area.

Integrity is a core value and the tone is set at the very top of the Company. As our CEO Steve Tanger reminds us, "***There is never a good time to do the wrong thing and never a bad time to do the right thing.***" Integrity is emphasized in all interactions, and all Tanger team members are required to review Tanger's code of ethics and employee handbook annually. There is an anonymous alert line monitored by a third party, to allow individuals to report concerns related to business activities.



[Click here to learn more about the intern program first hand from Tanger University participants.](#)



[Click here for Additional information regarding Tanger Career Pathing.](#)

## Culture

Tanger Outlets has always had a fast-paced, entrepreneurial culture that values a diverse workforce and strives to stay ahead of the competition. With emphasis on diversity and promoting from within, along with high team member retention rates, the Tanger culture embodies the *“make it happen, do it now, have fun”* mantra that resonates across the Company and all its properties.

A legacy of inspiring collaboration and celebrating diversity is one way Tanger Outlets stays ahead of trends in the retail industry. The average tenure of executive leadership at Tanger is fifteen years and half of the company's executive leadership team are women; integrity and diversity are two of the company's highest priorities.

When asked how diversity creates value at Tanger Outlets, CEO Steve Tanger commented, *“Diversity is at the heart of our business and our mission is to mirror the rich diversity of the marketplace we serve. Our employees represent individuals of all religions, ages, sexual orientation, cultures, physical abilities, military background and education levels.”*

By building an inclusive workplace environment where unique talents, perspectives, experiences and backgrounds are celebrated, Tanger Outlets strives to create a culture of empowerment that fosters innovation, economic growth and new ideas.





# Next Generation Leaders of Tanger Outlets

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**Melissa Garcia, Elizabeth (Beth) Dewitt and Natalie Jackman are examples of the next generation of Tanger Outlets leaders who are making it happen, being creative and taking initiative at the new Fort Worth, TX Center, set to open in late Fall, 2017. Melissa will assume the General Manager role; Beth will assume the Assistant General Manager role; and Natalie is expanding on the role she began in Williamsburg, IA in 2015, as Office Administrator.**

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## **MELISSA GARCIA**

Melissa Garcia began her career with Tanger as a part-time Customer Service Representative in Gonzales, LA in 2011. After a year in that role Melissa was promoted to Administrative Assistant, where she worked for another year and was then presented with an opportunity to join Tanger's management program and train in Foley, AL as the Associate Assistant General Manager. Even then, Melissa had her eye on the Assistant General Manager role, on the operational side of Tanger.

When she successfully completed Tanger's Associate Assistant General Manager training program, she applied for the Assistant General Manager position in Hilton Head, SC, where she has been for the past two and a half years.

Melissa has participated in and led multiple Facility Management Training classes at Tanger, and completed Tanger University in 2014. She worked as part of Tanger's Grand Opening team in Savannah, GA; Memphis, TN;

Columbus, OH; and Daytona, FL and assisted at numerous other centers. In 2014 she received the Customer Client Engagement Award and in 2016 she received the Outstanding Performance Award. She was also one of seven Tanger employees to present her "Big Idea" to the entire Company. Melissa is excited about her new role and bringing the center in Fort Worth online later this year.

## **ELIZABETH (BETH) DEWITT**

Beth Dewitt began her Tanger career in 2010 as the Administrative Assistant in Myrtle Beach, SC. When the Tenant Service Manager position became available in an adjacent Myrtle Beach location, Beth jumped at the opportunity and assumed that position in late 2014. Her success led her to return to school and in December 2016, with the help of Tanger's competitive tuition assistance program, Beth obtained her Bachelor's degree. As word spread of the new Fort Worth center opening in 2017, Beth could not wait to apply for the



With construction nearing completion, Melissa Garcia, Beth Dewitt and Natalie Jackman prepare for the opening of Tanger's latest destination outlet shopping center in Fort Worth, TX.

Assistant General Manager position, which she will embark upon next.

In 2012 Beth was recognized with a Tanger Outlets Outstanding Performance Award. According to Beth, *"Throughout my career with Tanger, training and learning have been important. I have completed Facilities Management training, attended Tanger University and had the opportunity to provide assistance in both Park City, UT and Daytona Beach, FL. It has been my good fortune to have worked with amazing people, who have taught me a great deal. I look forward to learning and growing in my new role."*

### **NATALIE JACKMAN**

Natalie Jackman began with Tanger Outlets as Office Administrator in Williamsburg, IA two years ago. After Tanger training including OpsTalks and various conversations with Tanger leadership, she recently received an Outstanding Performance Award, and spoke with her General Manager and Regional management about a long-term career path with Tanger. She applied for and was chosen to perform the Office Administrator role in Fort Worth, a larger center and growth opportunity. Natalie has already set goals for participation in internal management training programs and to continue to grow with the Company.



# Total Rewards

Tanger Outlets is pleased to be a leader in providing fair and equitable pay, employee benefits, and providing for the wellbeing of employee team members. Participation in the Company's 401(k) Savings Plan, with generous company match, is available to both full and part-time employees. Paid time off is also available to part-time employees with five years or more of service.



# people

## OUR CUSTOMERS

At Tanger Outlets we have a clear understanding of our role and responsibility for not just delivering value to our customers, but also for creating a social experience for their friends and families nearly 200 million times each year. We know that without our customers, none of the rest matters. At Tanger shoppers can find top brand names and designer brands that offer in season, on trend merchandise at great savings. We stand behind our dedication to value by taking price out of the equation. In 1995 Tanger established the Best Price Promise™, an outlet industry first, offering shoppers an instant cash refund of the difference if they find an item purchased at Tanger advertised for less. Our CEO

Steven B. Tanger has consistently said, *“In good times, people like a bargain, and in tough times people need a bargain.”*

We are constantly looking for new ways to enhance the experience, and Tanger Outlets values input from shoppers. Based on feedback from our shoppers we have fine-tuned our format over the last five years, adding amenities like cozy gathering areas with soft seating, digital directories, and mobile device and electric car charging stations. We have designed centers with bold architectural features, enhanced our TangerClub loyalty program, and upgraded our tenant mix with brands that shoppers want. We have always believed that providing best-in-class

Nearly  
**200<sub>M</sub>** unique  
shopper  
visits  
annually

experiences and innovations are critical to the long-term success of our centers. That is why we have reinvested more than \$300 million into our portfolio, over and above our investments in new developments and expansions, over the past ten years to renovate our properties and add new sought-after retailers.



In 2016 we expanded and enhanced our food offerings in order to extend shopper stay, and we also added a variety of home product offerings as a convenience to shoppers in order to earn a greater number of overall shopping trips; for instance, we signed leases with seven new home retailers, including Restoration Hardware, Westpoint Home and Kirkland. While food can be a challenging category in the outlet channel, due to a concentration of shopper traffic on weekends, we added a variety of new food leases during 2016, about half of which were concepts new to our portfolio. Our centers now have seated dining options like Texas Roadhouse and Metro Diner, fast casual options like Chipotle, Zoe's Kitchen, Rise Pies and

Schlitzky's Deli, as well as grazing food options like Jimmy John's, Five Guys, Dunkin Donuts, Krispy Kreme, and Planet Smoothie.

Center design creates a more enjoyable and meaningful experience for our customers. Most of our centers make the individual stores the central focal point by using a racetrack format so stores are conveniently located on each side, with the parking lot around the outside, surrounding the buildings. One creative exception to this general layout is the Tanger Outlets Center at Foxwoods Resort & Casino in Connecticut, which has a two story enclosed bridge connecting two casino floors in two different hotels.

Each Tanger Outlet Center is designed to reflect the interests of the people who shop there. It's personal, whether shoppers are Moms, Millennials, Fashionistas, or Savers, and store design as well as sales and promotional offerings are relevant to these various consumer groups. This is possible because of Tanger's long-term focus on the consumer and the holistic approach to create destinations that shoppers can depend on – the brands they want and expect, the clean facilities, the strong emphasis on customer service. Tanger has differentiated itself based on the consistent delivery of these elements. Our goal is to have customers reward us by choosing to shop Tanger when they shop outlet.

## CUSTOMER EXPERIENCE-ORIENTED FACILITIES, OFFERINGS AND PROGRAMS

Tanger Outlets' focus on the customer is demonstrated through facilities, programs and offerings that reinforce customer expectations.



## PARTNERING WITH HOMETOWN CAUSES

Center management partners with local charities reflective of their market. For instance, when the center in Southaven, MS, serving the greater Memphis market opened, the Grand Opening beneficiary was St. Jude Foundation, which is affiliated with St. Jude Children's Hospital. This approach appeals to local shoppers and aligns well with Tanger Outlets' Community Engagement focus on fighting cancer as well as supporting children and families.

## DESTINATION DESIGN, WITH A HOMETOWN FLAIR

Each center is designed with elements of the local culture and history in mind. For instance, Southaven, MS in the greater Memphis, TN market incorporates sculpture that takes shoppers through a Blues Trail, in conjunction with the State of Tennessee Blues Trail program that celebrates Blues and Jazz music. The Daytona, FL center incorporates a playground and interactive water fountains to keep the kids cool. Other geographic locations incorporate playgrounds, green spaces and sculpture which along with soft seating, mobile phone charging stations, Wi-Fi and other amenities provide a comfortable gathering place for friends and family to take a break.





## TANGER MOBILE APP

Tanger Outlets has been at the forefront when it comes to new technology, and developed a mobile app for customers nearly ten years ago. Initially the app was primarily for access to coupons and deals, however it has evolved and been improved to provide shoppers with directions from their current location to a specific store, or special deals within a store which pop up as shoppers walk by that store, or a parking pin to remind them where they parked. Today nearly a million customers use the app when they are shopping.

## SHOPPER SERVICES OFFICES

Unlike many other malls, Tanger attempts to locate its Shopper Services offices in a key store front location within the center. Most competitors locate their offices and customer services at the back of the building or behind other facilities in an area that has less traffic (and is less costly). The intentional placement of the Shopper Services offices in such a prime location demonstrates how Tanger puts customer service first, front and center.

*"Great day of outdoor shopping and browsing. With the Tanger App and my TangerClub membership, I get instant daily members-only deals on my phone that cater to [the brands I shop] at Tanger. It's an incredible experience! The weather was awesome and I was able to grab a bite to eat and sit by the fountain at an umbrella table to relax as others in my party continued their shopping. Take care though... there are so many stores... you need to give yourself an entire afternoon for the full experience."*





## TANGERSTYLE

This unique offering has been made available to customers for more than ten years. Consumers are sent special discounts of 20 – 25% at participating stores, three times during the year: Spring, Back to School and Holidays, via direct mail or newspaper inserts that reach an estimated 17 million homes. More recently a digital component has been added, and Tanger is able to show different products and styles currently in stores, so that when customers seek fashionable merchandise at great savings, they know they can shop Tanger.

## VIP LOUNGES

Over the past year Tanger has begun testing VIP Lounges for TangerClub members, which include free snacks, soft seating, mobile device charging stations, Wi-Fi and other amenities. Additionally, TangerClub members are invited to special events in the VIP Lounges, for example Mommy and Me play dates, or Wine and Cheese parties. One satisfied TangerClub member shared the following after her visit, *"Hello, I love shopping at the Tanger Mall. I love going in the lounge and resting and talking to the other people there. For someone like me with back issues it is a real blessing for me. The best \$10 I have ever spent (referring to her TangerClub membership). Thank you so much!!"* By the end of 2017 we expect to have four locations with VIP Lounges.

## TANGERCLUB

This loyalty program is for frequent shoppers who enroll by purchasing a \$10 TangerClub card. TangerClub rewards these loyal shoppers with special discounts, reward levels based on purchasing patterns, seasonal discounts, birthday gifts, and other exclusive deals. For TangerClub members who have the Tanger Mobile App, it has streamlined the process of receiving rewards for purchases, further enhancing our efforts to server our valued customers.





Tanger has prided itself on being sensitive to the environment. Tanger continues its efforts to be environmentally-friendly whenever possible to help make our properties energy-efficient and our planet a cleaner and better place to live.





# place

## OUR ENVIRONMENTAL FOOTPRINT

Place represents the environmental footprint of the 44 properties in the Tanger Outlets portfolio, and since the Company's beginning, Tanger has prided itself on being sensitive to the environment. Tanger continues its efforts to be environmentally-friendly whenever possible to help make our properties energy-efficient and our planet a cleaner and better place to live.

Environmental responsibility begins with sustainable development practices, which we believe help reduce or minimize energy costs from the outset, yield benefits for our planet for years to come, and maximize financial results. A number of factors influence site selection, ranging from distance to public transportation,

adjacency to residential areas, and proximity to, or opportunities for amenities like bike paths, walking paths and green space inclusion.

When appropriate, we develop or redevelop a property to align with the Leadership in Energy and Environmental Design (LEED) green building standards. For example, our Deer Park, NY facility is silver LEED certified, as well as one of our Hilton Head, SC locations. We are also considering LEED certification for Existing Buildings, Operations and Maintenance (EBOM) in multiple other locations.

Tanger Outlets continuously assesses opportunities for innovative, environmentally-friendly technologies, from the design/build

stage through use and retrofitting, as necessary. Examples include LED lighting retrofitting, waste water minimization, solar and renewable energy sources. These innovations, in addition to responsible and rigorous energy monitoring and management, have helped Tanger Outlets significantly reduce energy costs while protecting the environment.

The next pages in this section cover more specific information relative to energy consumption and greenhouse gas emissions, waste and water usage. Specific data and metrics provided in this section are for the US only and do not include the centers in Canada.



# place

## ENERGY EFFICIENCY AND GREENHOUSE GASES

Tanger Outlets' focus on energy efficiency is realized through careful monitoring and analysis of energy consumption at each property. In 2016 greenhouse gas (GHG) emissions decreased by more than 6% over 2015, when comparing properties in operation for the full year.

This analysis represents emissions for properties with comparative data for the full years; it does not include new properties with partial year data. Tanger added four new properties in 2015 and two in 2016 which are therefore not included. In addition to the overall 6% decrease in GHG emissions noted above, emissions per square foot have decreased by more than 12% and emissions per million dollars in revenue have decreased by more than 11%.

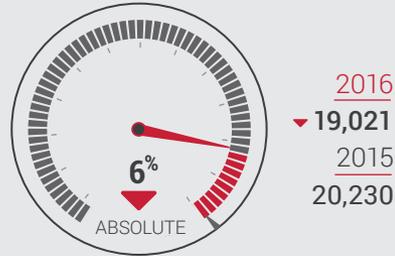




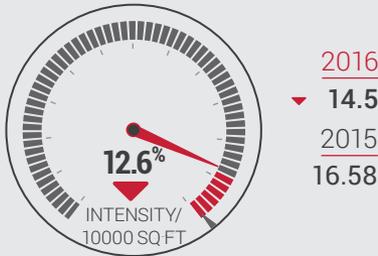
## Reduction of Emissions

(Scope 1 & 2 combined)

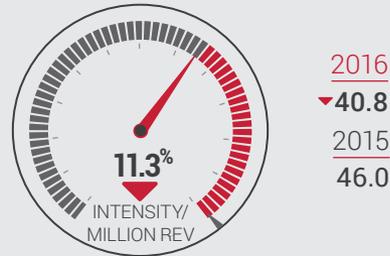
### Absolute Emissions



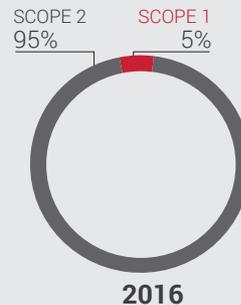
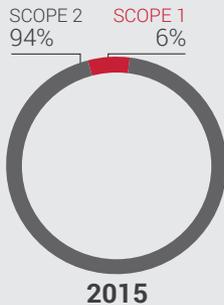
### Intensity per 10,000 SQ. FT.



### Intensity per \$ Million Revenue



### Percentage of emission types



Based on preliminary GHG data at 41 U.S. properties.

Because electricity use represents nearly 95% of our emissions footprint annually, energy efficiency is an important focus area for Tanger. Continued improvement in tracking data and monitoring trends is key to improving efficiency and decreasing the impact of our environmental footprint.

Through ongoing monitoring of property level utility performance data, we are able to compare the performance of each outlet center to similar properties within the portfolio as well as same site year over year comparisons. This allows for quick identification of spikes in utility consumption and costs (e.g., severed irrigation lines, malfunctioning electricity meters, failed lighting controls) and allows our team to take corrective action to minimize impact and cost. We also closely track and measure utility cost reductions associated with capital and operational improvements at the property level and across the portfolio.

We have targeted specific properties for operational improvements and potential onsite operational investments and have identified several opportunities including exterior lighting control adjustments or upgrades, enhancing HVAC controls, and LED lighting retrofits. Tanger Outlets has pursued LED lighting retrofits at multiple properties over the past two years.



### **LED Lighting**

Since 2015 all new centers are equipped with LED lighting, which primarily involves exterior lighting. Due to Tanger's strong, thoughtful capital planning process using a three to five-year planning horizon, we are able to balance the needs of existing centers for upgrades like LED retrofits and roof replacements. LED retrofits are anticipated to be completed by 2019.

### **Solar Energy Solutions**

Our properties in Riverhead, NY (2 centers); Deer Park, NY; and Atlantic City, NJ currently have solar centers, and we anticipate three additional centers by year end 2017. We have seen cost reductions based on our solar portfolio, with a combined decrease in emissions of more than 10% from 2015 to 2016. Our two Riverhead, NY centers

experienced a 27% reduction in emissions, yielding significant greenhouse gas and cost reductions in 2016. These innovative moves will position Tanger as an industry leader in solar conversions and usage, and are excellent examples of our commitment to energy efficiency and reducing our environmental footprint.

### **Green Vehicles**

As we continue to look for creative ways to reduce our environmental footprint, we have introduced changes that also provide a valuable experience for our customers. For example, in San Marcos, TX we have switched from gas powered shuttles to solar powered trolleys to transport customers to and from their vehicles. We will continue to transition our existing fleet to additional solar and electric vehicles at Tanger

Outlet properties. Tanger is also an industry leader in the use of electric vehicle charging stations. Thirty-one of our 44 centers have electric vehicle charging stations, which are no cost for our customers. With a total of 76 units, each capable of supporting 150 or more vehicles, customer usage averaged more than 1500 charges per month in 2016.

**27%** reduction in emissions in Riverhead, NY centers

**31** Centers with Electric Vehicle Charging Stations



# place

## WATER USAGE AND WASTE

5%

decrease in water usage per million dollars of revenue

58.4%

recycle rate of waste generated

### Water Usage

Tanger Outlets' 2016 water usage increased slightly, by 0.9% over 2015, when comparing properties in operation for the full year. We believe this slight increase in water usage is due to increased traffic at Tanger properties, small expansions at two additional properties, and low rainfall amounts at locations across the portfolio. Water usage per square foot increased by only 0.6%, and water usage per million dollars of revenue decreased by nearly 5%.

Tanger is engaged in active review of monthly water bills and performance trends to identify opportunities to adjust and upgrade irrigation controls to reduce rising water costs. Innovative steps for water conservation, like collecting rain water from the roof and using

holding tanks until it is needed for irrigation, are keeping costs low. In Houston we added a roof water capture system, which takes condensation from the HVAC system along with the rain from the roof and stores it in tanks on site for landscape irrigation. With capacity of 1.6 million gallons per year, we are carefully assessing the possibility of expanding this process to other sites. Collection of rain water is now an integral part of the design process, as we prioritize ways to minimize costs and preserve the ambience of our centers. It is efforts like these that allow us to see significant water use reductions at centers such as Rehoboth Beach, DE; Park City, UT; and Terrell, TX. We're looking closely at practices employed by these sites and hope to reduce usage across the portfolio based on increased efficiency efforts.

### Waste Diversion

Tanger Outlets has been a leader in waste diversion, with 58.4% of the approximately 21 kilotonnes of waste generated being recycled. The approximately 12 kilotonnes of cardboard from shipping is the largest category of waste, and recycling efforts have accelerated over the past few years. Our Riverhead, NY property has been a leader in this area, recycling 74.8% of waste. Additionally, our National Harbor, MD property piloted a successful bottle recycling program in 2016. Design of Tanger properties has minimized promotional displays in common areas, as we closely curate and protect our brand.

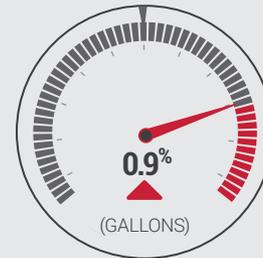


Click here to watch a brief video of Tanger employees engaging others in the community to clean up the environment on Earth Day, through our TangerCARES community engagement program.

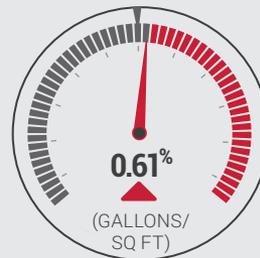


## Ongoing Efficiency Efforts

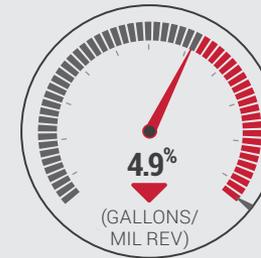
### Water Use (gallons)



2016  
▲ 204,685,086  
2015  
202,940,440



2016  
▲ 17.6  
2015  
17.5



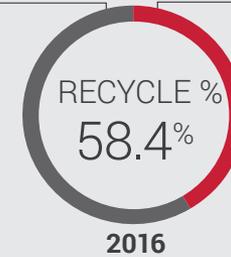
2016  
▼ 439,399  
2015  
461,890

### Waste (tons)

CARDBOARD 12,097.02  
LANDFILL 8,711.66



CARDBOARD 12,293.93  
LANDFILL 8,749.38



Based on preliminary water and waste data at 41 U.S. properties.



At Tanger Outlets, we are focused on making our retail partners successful. This commitment to our partners' ongoing growth and success is a reflection of how we do business – always focused on the best interests of our partners and shoppers.





# partnerships

## OUR SHAREHOLDERS AND RETAILERS

### Our Shareholders and Retailers

We have the privilege of particularly long-term partnerships with both shareholders and retailers of our Tanger Outlets properties. Having pioneered the outlet industry more than 35 years ago, and with over 500 retailers, we have refined the unique skill sets necessary to be highly competitive in the outlet space.

The best brands in the world continue to open stores in outlets as a distribution channel. Retailers count on Tanger Outlets as a trusted partner. Based on mutual respect, these lasting relationships have allowed us to provide shoppers with over 3100 outlet stores featuring the most popular brand names and designers. In addition to Tanger's reputation as an excellent operator, these retailers have come to rely on Tanger to successfully secure excellent



It's relationship-based. Whether it's interactions with investors—or with the brands, with retailers, or the finance industry—we've all developed relationships based on mutual respect. Credibility is built over time through face-to-face contact, transparent conversation, and following through on your commitments.



CYNDI HOLT,  
VICE PRESIDENT, INVESTOR RELATIONS





development sites, navigate the land permitting and entitlement process, execute leases with the brands that are most sought after by shoppers, and construct high-quality centers that open on schedule. They know we will market the center to drive shopper traffic, keep the retail mix fresh and maintain the upscale environment as well as customer service for years to come.

This dynamic balance is good for our retailers as well as shareholders. At Tanger Outlets, we are focused on making our retail partners successful. We've built a strong marketing partnership program to help promote brands

through optimized channels, ultimately aiding in creating profitable distribution opportunities nationwide. This commitment to our partners' ongoing growth and success is a reflection of how we do business – always focused on the best interests of our partners and shoppers.

At year end 2016 our occupancy rate within our consolidated portfolio was 97.7%, higher than any other high quality mall REIT. Our same center net operating income has grown at an average annual rate of 3.8% over the last ten years, and the fourth quarter of 2016 marked our 53<sup>rd</sup> consecutive quarter of Same Center Net Operating Income growth. Tanger Outlets has

provided substantial returns to our shareholders over the long-term. Among mall REITs Tanger Outlets ranked #1 for ten year total shareholder return (TSR) and #2 for twenty year TSR.

Board governance plays a vital role in delivering these long-term, consistent results, including corporate responsibility impact. In addition to the Audit Committee mentioned in the Corporate Responsibility Framework section, other Board committees include the Compensation Committee, and the Nominating and Corporate Governance Committee.



## Long-Term Retail Partnerships

We have had long-standing partnerships with many retailers, several since the beginning of Tanger Outlets, for instance Bass, Van Heusen and Hanesbrands. Other early participants in the outlet channel include Corning and Polo Ralph Lauren Factory Stores, both of which currently have stores in the majority of Tanger Outlet Centers. Many of these retail early adopters to outlets have gone through multiple reinventions of themselves to ensure relevance to the shopper, yet they continue to believe in the outlet channel as a way to drive business. As outlets gained popularity, additional designer brands began to open outlet spaces, recognizing the outlet channel as a profitable distribution vehicle. Many of the largest tenants we had 10 years ago are still in our portfolio today.

While we treasure our long-standing relationships with long-term retailers, we also appreciate the need for introducing fresh, new brands, to keep our tenant mix balanced. This diversity is important to our financial health, as retail brands can cease to exist, so ensuring that our portfolio is not overly reliant on any single brand is critical. Additionally, brand trends can wax and wane, so it is vital to our success that we stay focused on delivering the most popular brands at all times.

Tanger prides itself on being a listening partner. When considering a new site, Tanger team members frequently discuss the strategy with core tenants to understand potential issues and ensure their buy-in. Tanger's reputation as a nimble partner with a very strong balance sheet helps retailers understand that Tanger Outlets is both a desirable and collaborative partner. This creates a symbiotic relationship between Tanger Outlets and retail partners.

**#1** Among REITs for 20-year total return to shareholders  
KeyBank Leaderboard Report, 12/30/16

**3.8%** Average annual growth rate of net operating income



## Dynamic Marketing Programs That Support Retail Partners

Our portfolio of retailers has remained vibrant based on the strength of relationships as well as the creative and leading edge marketing programs introduced by Tanger Outlets.

### TRAINING AND RETAILER HUB WEBSITE

In 2010 Tanger hosted the first annual symposium for all Tanger property retailers, to educate retailers on marketing opportunities and available tools. As a result, the Retailer Hub website was created. The website is available at no charge to all retailers under lease, and is a one stop integrator of information including advertising schedules, market demographics, and shopper demographics which enables retailers to be quick to market, to manage and personalize their consumer facing messaging, to quickly create web offers and to coordinate offers and advertising from all sources expeditiously, oftentimes in a matter of minutes.

### PARTNERS IN THE ANNUAL PINK CAMPAIGN

Retail partners participate each October in the PINK Campaign to raise funds to help fight breast cancer. In addition to offering discounts to shoppers, individual retailers also sponsor creative campaigns to further support this cause. A great partnership example from the 2016 campaign is Under Armour's support,

which included offering surprise gift cards to shoppers. Additionally, Tanger CEO Steve Tanger shared the goodwill by surprising numerous shoppers in person with payment of their purchases as they reached the cash register.

### ENCOURAGING TRAVEL AND TOURISM

Approximately one-half of Tanger Outlet Centers are located in tourist areas. For that reason, Tanger has created marketing programs that align in many areas across the US and Canada with travel and tourism destinations. Special campaigns and partnerships co-market and promote Tanger Outlet centers as part of the tourism experience. This is a promising and lucrative approach to the outlet market that pays dividends for Tanger as well as retail partners. While US tourist destinations are an integral component of the Tanger portfolio, Tanger Outlets also realizes incremental benefits from inbound travel from outside the US and Canada. One example is China Union Pay (CUP), a credit card offered primarily in Asian markets which has a North American relationship with the Discover network. With this collaboration, CUP has directed their customers to Tanger Outlet centers across North America as a preferred destination, which has resulted in double digit growth in CUP transactions (in excess of 35%) over the past two years from inbound foreign tourists.



Purchase a \$5 unlimited use savings card and receive

**25% OFF**

any item at these participating stores. Shop and save stylishly as many times as you like during **OCTOBER!**



# partnerships

## OUR COMMUNITY ENGAGEMENT

Community engagement is critical to being a good corporate citizen, and these community partnerships are an important part of Tanger Outlets' philosophy for success. Each year, through volunteerism, board service, donations and fund-raising efforts at its corporate headquarters in Greensboro, NC and at its portfolio of outlet centers across the country and Canada, Tanger strives to make the communities it serves better places for everyone to live, work and raise their family. Since 1994, Tanger has partnered with and donated more than \$17 million to a variety of worthwhile charitable organizations and causes in the hopes of making a difference.

We call this community support "**TangerCARES,**" and we focus on three issues:

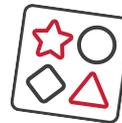
### **PINK Campaign**

Breast Cancer Awareness And Research



### **TangerKIDS**

Helping children and schools succeed



### **Hometown Heroes**

Recognizing firefighters, EMT, law enforcement and military



With Tanger Outlet Centers in 44 locations throughout the United States and Canada, our properties are an integral part of these communities. These outlet centers are more than simply retail centers; they are frequently gathering places for community events and contribute to the growth and well-being of neighborhoods and communities. The strong tax base created by our retail partners, along with the thousands of jobs created for local residents, create funding that goes to local schools, community protection and other community programs. We hope that our centers create a virtuous cycle that will make a lasting positive impact on the communities we serve.



At Tanger, it is personal. Nearly 100% of our local leadership teams are active in their communities, through Chambers of Commerce, Travel and Visitors Bureaus, and other nonprofit organizations. Tanger supports employee volunteerism by granting each employee forty hours of paid time off per year to volunteer in their community. This is a long-standing tradition, which began initially through a program called Stanley's Samaritans (named after Tanger Outlets founder Stanley K. Tanger, a huge believer in giving back to the community). Tanger's approach to community engagement has evolved to include creation of and support for community functions coupled with volunteerism and targeted financial

support for various causes. This community engagement is referred to as TangerCARES. Specific causes supported are outlined below.

***"We launched TangerCARES as a way to give back to the many communities where our employees work and live,"*** said Tanger Factory Outlet Centers, Inc. CEO Steven B. Tanger. ***"Tanger has a history of supporting the markets we serve and we are especially proud to show our support for our neighbors."*** During the 2016 holiday season TangerCARES surprised families in multiple communities with holiday gifts, TangerCARES Festivals and surprise gift cards.

### **Connect, Engage, Unite... Personalizing the business and building deep partnerships: TangerCARES**

Tanger Outlets' Gonzales, LA team spread holiday cheer across the community this past December, launching the TangerCARES "7 Days of Giving" program in partnership with local charitable organizations in Gonzales and Baton Rouge, LA.

On each day of the "7 Days of Giving," the Gonzales TangerCARES team surprised businesses, families, and community members throughout Ascension Parish and the greater Baton Rouge areas with significant donations ranging from \$2,000 – \$2,500. The program closed with the TangerCARES Festival on Saturday, December 10 where attendees enjoyed a free holiday concert with superstar Jacob Whitesides and had the chance to win one of 500 \$25 gift cards and merchandise supplied by center retailers. Additionally, one lucky winner received a \$2,500 gift card. Organizational partners for the program included WBRZ's Pat's Coats for Kids, Ascension Parish Schools, the Boys & Girls Club of Baton Rouge and Volunteer Ascension.



## PINK Campaign - Breast Cancer Awareness and Research



Tanger Outlets has a long history of supporting breast cancer awareness and research, in the effort to prevent and cure breast cancer by advancing the world's most promising research. Since 1994, Tanger has encouraged and empowered its team members to get out into their communities and join this fight. Through Tanger's annual PINK Campaign each October, the Company, with the help of its retail partners and customers, has raised over \$16 million for the cause.

The PINK Campaign offers shoppers a stylish way to save more and help in the fight to prevent and find a cure for breast cancer. Shoppers are offered 25% off any item at participating stores. This offer may be used once per day, per store during Breast Cancer Awareness month. Shoppers may register for the PINK Campaign via mobile phones, or in many cases receive a physical card to carry in their wallet; while the exact format changes from year to year, PINK Campaign



cards – both virtual and hard copy - can be purchased at any Tanger Outlet nationwide, online at [www.tangeroutlet.com/pink](http://www.tangeroutlet.com/pink), or via the mobile app.

Other programs Tanger Outlets hosts to support the annual PINK Campaign include special events at individual centers, fitness and 5K Walk/Runs, Pump Up the PINK parties and an exciting program launched in 2015 that randomly surprises shoppers with PINK gifts and gift cards as they shop, including randomly purchasing their products at check out. Tanger also gives away gift cards and PINK items via their social media sites.

Proceeds from the PINK Campaign support local breast cancer organizations as well as the Breast Cancer Research Foundation (BCRF), the nation's highest-rated breast cancer organization according to Charity Watch and Charity Navigator. Through BCRF, Tanger donations have directly supported pioneering



studies in breast cancer, including research conducted by Dr. Kenneth Offit at Memorial Sloan Kettering Cancer Center in New York, Dr. Katherine Nathanson at The University of Pennsylvania, and Drs. Elizabeth Jaffee and Leisha Emens at Johns Hopkins University.

*“Year after year Tanger Outlets has reaffirmed its commitment to end breast cancer,”* said Myra Biblowit, President of the Breast Cancer Research Foundation. *“In uniting with BCRF and supporting the world’s most innovative research, Tanger is helping to improve breast cancer diagnosis, prevention and treatment – transforming lives every day.”*

*“We are proud to join forces with our valued shoppers and retailers across the United*



*States to raise awareness and much-needed funds for breast cancer research and prevention,”* said Steven B. Tanger, Chief Executive Officer of Tanger Factory Outlet Centers, Inc. *“We empathize with every customer, retailer, and employee who has been affected by this disease. We are fully committed to supporting these important organizations, with the goal of finding a cure to a disease that has affected so many families, including my own mother, who is a breast cancer survivor.”*



Click here to view a short video during the PINK Campaign, with Steve Tanger and Tanger Outlets’ shoppers.



# TangerOutlets **TANGERKIDS** GRANTS PROGRAM

## Helping Children and Schools Succeed

Tanger Outlets believes that our children are our biggest and most important asset, as they represent the future of our nation and world. Since 1996 Tanger has made a commitment to give back to the schools in each center's local community. Over the past 19 years, Tanger has taken great pride in their role to support the futures and education of students. With this in mind, Tanger has worked hard to assist students in pre-school through high school by helping to raise money that is used to purchase books and supplies, computers and new technology, to fund reading programs and educational field trips, to purchase athletic and playground equipment and for many other important educational projects.

Grants are funded up to \$2,500 each. Over \$200,000 is awarded each year to area schools. The following examples are letters of thanks received from schools that have benefited from the TangerKIDS Grants Program.



### **KREEGER ELEMENTARY, FOWLerville, MI**

The Tanger Outlet Grant allowed me to purchase "Math Dice" games for all of my classrooms at Kreeger Elementary to use during our intervention blocks. Our students love the games, and the grant money really helped me provide our teachers worthwhile hands-on materials. Thank you Tanger Outlets!

- JASON MILLER, PRINCIPAL

### **BAY SHORE MIDDLE SCHOOL, DEER PARK, NY**

The Bay Shore Middle School is both privileged and fortunate to receive TangerKIDS Grants from the Tanger Corporate-Tanger Outlets. One of our students said it best—"we're better because we can help others. If not for the TangerKIDS Grants, the projects would not be able to reach the families of Bay Shore and leave an impact on the lives of our children for years to come."

- DR. LAQUINTA OUTLAW, PRINCIPAL



### **BOWIE ELEMENTARY, SAN MARCOS, TX**

Ms. Locke and Maria Thompson are the writers of the Grant that begins with hatching chicks. This project is all part of a larger "Wee Nutri Garden" Grant that Bowie received from Tanger Outlets this spring. The teachers at Bowie are incorporating a beautiful central courtyard into the academic learning of students, including improvements on an existing butterfly garden, creating a bird habitat area and several vegetable gardens where Bowie students have planted over 84 vegetables. The reason we wrote this grant was to inspire our students and teachers to love the outdoors and science. What better place is there to learn about science than outside? We are hoping to create a learning environment that our students will always remember.

- LARI LOCKE,  
KINDERGARTEN TEACHER



# Tanger Salutes Our Hometown Heroes

FREE Coupon Book for police, fire, rescue services & military personnel every time you shop!



## Hometown Heroes - Recognizing Firefighters, EMT, Law Enforcement and Military

Tanger Outlets is grateful for the service of our Hometown Heroes, the men and women who serve in the armed forces, local police, firefighters and emergency medical and rescue personnel. To demonstrate this gratitude, Tanger provides a free Tanger coupon book to each of these individuals each and every time they visit a center, upon showing a badge or military I.D. from the United States or Canada, at Tanger Shopper Services.

Additionally, individual centers honor local Hometown Heroes during Memorial Day by offering special "thank you's." For instance, in 2016 Tanger Outlets representatives in

both Myrtle Beach, SC locations greeted and distributed meal vouchers to each first responder or military personnel and family member who joined Tanger team members for lunch.

Annually, each Tanger Outlet Center ends the year by taking time to recognize the dedicated men and women who serve their communities as members of law enforcement, fire, emergency medical trauma specialists and others. Tanger honors these brave citizens by making financial contributions to help purchase lifesaving equipment, fund community outreach programs and more.



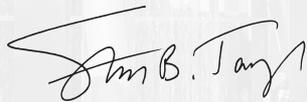
# conclusion

We understand that many of our stakeholders are interested in the steps we take to positively impact the communities where we live and work. We thank you for your interest in corporate responsibility at Tanger Outlets, and for reading our first Corporate Responsibility report.

As we continue to embed corporate responsibility into the fabric of our culture of innovation and integrity, I believe you will see even more transparency and public reporting of these efforts in the future.

Should you have questions or interest in additional information regarding this report and its contents, please visit our website at [www.tangeroutlets.com](http://www.tangeroutlets.com), or contact [sustainability@tangeroutlets.com](mailto:sustainability@tangeroutlets.com).

Sincerely,



**STEVEN B. TANGER**

Chief Executive Officer  
Tanger Factory Outlet Centers, Inc.

