

2017

CORPORATE RESPONSIBILITY REPORT

Place, Partnerships and People

Tanger®Outlets





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MESSAGE



MESSAGE

from Steven B. Tanger, our Chief Executive Officer



I am pleased to present Tanger Outlets' 2017 Corporate Responsibility Report, covering results in calendar year 2017. At Tanger Outlets, we firmly believe that corporate responsibility is directly tied to our success and the long-term wellbeing of our stakeholders. Environmental, social and governance (ESG) principles are now firmly embedded in the enterprise and provide Tanger's stakeholders with an additional perspective on the Company's performance. Transparent disclosure practices, governance and ethics policies, strong employee engagement and deep community commitment are all important factors that sustain our enterprise. We believe serving our communities and protecting the environment are not just a social good, they are also a competitive advantage. We must model integrity, seek top financial performance and environmental efficiency, and actively engage our team members and the communities we serve.

Our focus on Place, Partnerships and People demonstrates our dedication to delivering long-term value to all our stakeholders including retail partners, shareholders, customers, community partners and employee team members. In our second year of formally reporting on our corporate responsibility programs, processes and policies, I am proud to share some key accomplishments and improvements that came to fruition in 2017. First, we continue to



embed corporate responsibility into the fabric of our culture and our business, and deliver on our promise of transparency and public reporting of ESG matters. We've added specific goals for each of our Corporate Responsibility Framework pillars, and reported progress against those goals in each of the Place, Partnerships and People sections of the report.

Next, we believe we are positively impacting the environment as well as supporting stable operations relative to energy use, greenhouse gas (GHG) emissions and water conservation. In the Place section of the report, you will see that we continue to decrease electrical use and GHG emissions; 2017 electrical usage and GHG emissions both decreased by nearly 4% over 2016 for comparable properties in operation for the full year.

Long-term, trusting relationships and partnerships have always been the hallmark of our business. In the Partnerships section of this report, you will read about our cautious but steady growth, and how it has benefited Shareholders, with 2017 increased adjusted funds from operations of 3% and a dividend increase of 5%, and best-in-class occupancy among mall REITs of 97.3%. Tanger Outlets has provided substantial returns to our shareholders over the long-term.

Our relationships with retailers, many of whom have been with us since the beginning, along with our support for the communities where we live and work are a critical link in our success. We care deeply about the health of each retail partner and have helped with retailer brand expansion through an array of innovative approaches. Community engagement is also about relationships, and has been a long-standing Tanger priority. You'll read about efforts across the enterprise, and in particular how the Tanger team showed up with financial support as well as hands-on volunteer efforts when Hurricane Harvey hit the Gulf Coast late in 2017.

Our customers and employee team members are the bedrock of our business. We have set a goal to be "First Choice" for Shoppers by providing them with the best brands, best prices and best customer experience. In the People section of this report, you will see how we leverage technology with our mobile app for customers, as well as the random acts of kindness provided by our Customer Service Team. You'll also read about how we approach our goal to establish Tanger as a "First Choice" employer in geographies where we do business, and how we have been publicly recognized for those efforts.

These successes support our mission to deliver the Best Brands, the Best Prices and the Best Experience, and help us to achieve our vision to be First Choice with shoppers, retailers, employees, investors and nonprofit partners, as active members of the communities where we operate, work and live. We thank you for your continued support and look forward to positively impacting our communities and bringing long-term value to all our stakeholders.

Sincerely,

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



ABOUT THIS REPORT



ABOUT THIS REPORT

Tanger Factory Outlet Centers, Inc. (referred to in this report as Tanger Outlets or Tanger) is pleased to introduce our 2017 Corporate Responsibility Report: an overview of our commitment to sustainability and the communities where we live and work — the Places, Partnerships and People that create value for our stakeholders — every day.

This report is for the calendar year ending on December 31, 2017. It includes information from 44 Tanger properties in 22 states and Canada; environmental data referenced in the Place section of the report covers U.S. operations only. This report was compiled using data available through current internal systems and processes. Throughout this report, we have used examples, highlighting efforts of Tanger employees; when specific individuals are identified, we have used acronyms to identify titles. For instance, General Manager is shortened to GM; Assistant General Manager is listed as AGM; Customer Service Representative is identified as CSR.

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 environmental, social and governance (ESG) frameworks and relevance to Tanger's vision, Corporate Responsibility Framework and the organization's operations.

In 2016, we committed to embed corporate responsibility into the fabric of our culture and our business. With the addition of goals set forth in this report, including descriptions of progress against those goals in each of the Place, Partnerships and People sections, we have continued to deliver on our promise of transparency and public reporting. To further increase transparency and to make this report user-friendly, we've added an Addendum that covers additional relevant ESG policies and information on topics including Equal Employment Opportunities, Commitment to

Diversity, The Americans with Disabilities Act (ADA), Discrimination, Workplace Safety, and Global Anti-Corruption Compliance.

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 2017 Corporate Responsibility Report. For additional information regarding this report and its contents, please visit our website at www.tangeroutlets.com, or contact CorporateResponsibility@tangeroutlets.com.

This Corporate Responsibility Report contains forward-looking statements relative to 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.



COMPANY PROFILE



Tanger Outlets is the only publicly-traded REIT focused solely 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.

Our mission is to provide shoppers the latest and most popular brands at the best prices anywhere, with an experience so compelling, they return over and over again with family and friends. Tanger provides the unique combination of social experience, branded merchandise variety and consistent value that shoppers count on when they visit our centers. We call this The Tanger Difference.

We established the outlet industry in 1981, and throughout our 36-year business history, we have maintained a dedicated focus on our mission of delivering the Best Brands, the Best Prices and the Best Experience. We are the only public company focused solely on the outlet segment, giving us a competitive advantage in acquiring, developing and operating centers in this niche market. We have grown to own 44 properties with 15.3 million square feet of retail space leased to more than 3,200 stores and 500 plus brand-name tenants. As of December 31, 2017, Tanger centers employed more than 45,000 individuals, and remained the outlet of choice for retailers and shoppers alike.


**COMPANY
PROFILE**


The Tanger Difference

Outlets Are What We Do

We're singularly focused on the development, acquisition, ownership, marketing, operations and management of our outlet centers.

We Bring Outlets to High-Traffic Areas

We develop high-volume sites near major population areas and tourist destinations to reach the most consumers in highly desirable markets.

We Work Hard to Help Our Tenants Grow

We believe valuable relationships are based on respect, trust and great care. Most of our tenant partnerships span decades.

We Connect with Our Customers

Our omni-channel marketing programs help expand the customer base, elevate the Tanger brand and promote our retailers to drive sales.

We Want Our Brands to Succeed

We strive for solutions and strategies that give retailers an advantage for success in today's diverse consumer marketplace.

We Build a Winning Team

We cultivate our centers with a winning combination of brands that share similar goals and objectives.



Financial Highlights

(in thousands, except per share, per foot and percentage data)

For the Year	2017	2016	% Change
Total revenues	\$488,234	\$465,834	5%
Operating income	\$160,723	\$151,277	6%
Funds from operations ⁽¹⁾	\$211,224	\$236,860	(11)%
Adjusted funds from operations ⁽²⁾	\$245,296	\$238,417	3%
Same center NOI ⁽³⁾	\$285,190	\$283,798	1%
Dividends and distributions	\$136,966	\$127,326	8%
Average common shares outstanding ⁽⁴⁾	99,549	100,398	(1)%

Per Share	2017	2016	% Change
Funds from operations available to common shareholders	\$2.12	\$2.36	(10)%
Adjusted funds from operations available to common shareholders	\$2.46	\$2.37	4%
Dividends ⁽⁵⁾	\$1.35	\$1.26	7%
Dividend payout ratio ⁽⁶⁾	64%	53%	21%

At Year End	2017	2016	% Change
Real estate assets before depreciation	\$ 3,088,470	\$ 2,965,907	4%
Total assets	\$ 2,540,105	\$ 2,526,214	1%
Common shares outstanding	94,561	96,096	(2)%
Square feet – Consolidated	12,930	12,710	2%
Square feet – Partially Owned	2,370	2,348	1%
Occupancy rate ⁽⁷⁾	97%	98%	(1)%

- ⁽¹⁾ Funds from operations is defined as net income (loss) available to common shareholders before extraordinary items and gains (losses) on sale or disposal of depreciable operating properties, plus depreciation and amortization of real estate assets, impairment charges on depreciable real estate of consolidated real estate and after adjustments for unconsolidated partnerships and joint ventures, including depreciation and amortization, and impairment losses on investments in unconsolidated joint ventures driven by a measurable decrease in the fair value of depreciable real estate held by the unconsolidated joint ventures.
- ⁽²⁾ We define AFFO as FFO further adjusted to eliminate the impact of certain items that we do not consider indicative of our ongoing operating performance.
- ⁽³⁾ We define Same Center NOI as total operating revenues less property operating expenses for properties that were operational for the entire portion of both comparable reporting periods and which were not acquired or subject to a material expansion or non-recurring event, such as a natural disaster, during the comparable reporting periods. Same Center NOI excludes termination fees and non-cash adjustments including straight-line rent, net above and below market rent amortization and gains or losses on the sale of outparcels.
- ⁽⁴⁾ Includes the dilutive effect of options, certain restricted shares and notional units and assumes the partnership units of the Operating Partnership held by the non-controlling interests are converted to common shares of the Company.
- ⁽⁵⁾ Represents per share amounts to common shareholders.
- ⁽⁶⁾ Annual dividends and distributions as a percent of funds from operations available to common shareholders for such year.
- ⁽⁷⁾ Represents occupancy at consolidated, stabilized centers.

FFO, AFFO and Same center NOI are non-GAAP financial measures that we believe are important supplemental indicators of our operating performance. For a discussion of FFO, AFFO and Same center NOI, including a reconciliation to GAAP, please see our Form 10-K for the year ended December 31, 2017.





OUR APPROACH
TO CORPORATE
RESPONSIBILITY



OUR APPROACH TO CORPORATE RESPONSIBILITY

Why We Believe in Corporate Responsibility

At Tanger Outlets, we recognize that Corporate Responsibility is essential to our success and the wellbeing of our stakeholders including customers, retail partners, shareholders, team members and community partners, and for the environmental sustainability of our planet. To realize our Corporate Vision of being First Choice among all these stakeholder groups, we strive to deliver on our Mission: Best Brands, Best Price, Best Experience.

As we continue to develop and maintain first-class outlet centers, we embrace the beliefs and ideals which influence the behavior of our organization. We model the highest levels of integrity, seek

top financial performance and environmental efficiency, provide phenomenal customer service with respect and humility, and actively engage our team members as responsible citizens in the communities we serve.

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

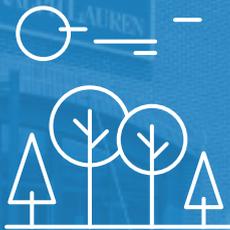
How We Implement Our Corporate Responsibility Commitment

We remain committed to integrating sustainable thinking into our business through our property development and operations, community

engagement and positive work environment for employees. We refer to this as our Corporate Responsibility commitment.

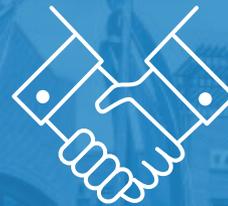
We've made great progress toward delivering on this commitment. This year we have established goals, policies and practices across the business to demonstrate our commitment to transparency and public reporting. We have embedded Corporate Responsibility into the very fabric of our culture and our business.

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



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



PEOPLE

Customers and Employees: The long-term, trusting relationships with team members, and the consumers we serve

Within each of these pillars, we have established goals that will demonstrate progress over a period of time. Some goals are set for completion in the next year or two. Others will be achieved over an extended time horizon that aligns with the scope of the goal. Descriptions of goals and progress toward these goals are included in each of the Place, Partnerships and People sections of the report.

These goals were established with Tanger's Senior Management team through a broad-based process to develop aggressive, measurable goals that take into consideration both our historic track record as well as future plans and commitments. Measurement of these goals began with baseline data collected for the 2016 report. From there, the Corporate Responsibility Report Committee collectively discussed the purpose and process for developing specific, measurable goals. Subsequently, operational teams tested their ideas with each of the functional teams impacted. Through an iterative process involving senior management and operational teams, appropriate and specific goals along with measurable objectives were established for 2017 and beyond. In this report, Tanger compares the baseline data from 2016 to results from 2017, and we will continue to review and refine the reporting process in future years.



OUR APPROACH
TO CORPORATE
RESPONSIBILITY



Our Stakeholders

Our continued focus on Place, Partnerships and People demonstrates our dedication to delivering long-term value to all our stakeholders including retail partners, shareholders, customers, community partners and employee team members. Our Corporate Responsibility commitment is based on the approach 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), the Global ESG Benchmark (GRESB) 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
- Retailer conferences, surveys and listening sessions
- A series of environmental impact studies
- Consumer engagement surveys and conversations
- Employee engagement surveys and listening sessions
- Investor meetings and roadshows
- Corporate Responsibility Report Committee sessions and interviews



**OUR APPROACH
TO CORPORATE
RESPONSIBILITY**



Our Material Issues

Stakeholder issues identified may be 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.



1

Company Reputation



2

Stakeholder Engagement



3

Operational Risks



4

Environmental Risks

(energy use, water use, GHG emissions, waste management)



5

Non-discrimination



6

Diversity and Equal Opportunity



7

Community Engagement

A Corporate Responsibility Framework for the Future

Tanger Outlets is committed to continuing to identify, refine, implement and report on ESG priorities over time. With the development and measurement of specific goals within each of the three Corporate Responsibility Framework pillars, Tanger has demonstrated this commitment in a thoughtful and transparent manner, and this process will continue to evolve over time.

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

GOVERNANCE & ETHICS

Governance at Tanger Outlets:

TRANSPARENT PRACTICES FOR STAKEHOLDER ENGAGEMENT

Governance plays a vital role in delivering long-term, consistent results, including corporate responsibility impact. We believe that being honest and straightforward by sharing the guidelines we follow as a company helps make our enterprise and our industry better, and strengthens our relationships with stakeholders. We also believe it's important to share the documents that direct our conduct in the marketplace, so we've made them available on our website at <http://investors.tangeroutlet.com/govdocs/>.

GOVERNANCE GOALS INCLUDE:

- Establish formal ERM or ESG Committee by 2018 to refine ESG Material Issues Assessment and other potential policy changes
- Formally identify environmental issues on the Risk Register for regular review by 2019

Tanger Outlets has strong governance principles and guidelines at both the internal Corporate Management and Board of Directors levels, which you can read more about on this page and the next.

Board of Directors Governance

Tanger's strength in board governance stems from a Board of Directors who come from diverse backgrounds and industries, which helps provide balanced, consistent guidance and perspective. CEO Steven B. Tanger is the only internal director. The Chair of the Board and other members are independent directors. In 2017, we had one female board member, and have made a commitment to grow female representation to 20% or more in 2018.

Tanger strives to be a leader in governance practices including board structure, audit and risk oversight, and shareholder rights. Leading practices include:

88%
of board is independent

CEO and Board Chair positions are separate

12%
of board is female, with a commitment to increase that to 20% by 2018

Board committees include the following and charters for each of these committees can be found on our website:

- Audit Committee
- Compensation Committee
- Nominating & Corporate Governance Committee

Other policies and procedures that are public include the following and can be found on our website:

- Corporate Governance Guidelines
- Code of Business Conduct and Ethics
- Policies Regarding Procedures for Receipt, Retention and Treatment of Complaints
- Related Third Party Transactions, policies and procedures

Any shareholder or interested party is welcome to communicate with our Chair of the Board, any other director, the non-management directors as a group or the Board of Directors as a whole by writing the directors per instructions on our website: <http://investors.tangeroutlet.com/gov.doc/>. All communications, except for marketing and advertising materials, are forwarded directly to our directors.


GOVERNANCE & ETHICS


“

Sound corporate governance is foundational to instill and maintain stakeholder confidence. The policies and procedures that govern Tanger's business, along with oversight of these activities, promote prudent risk management across the enterprise. Tanger's management team is supported by an engaged, independent Board of Directors that collectively fosters an environment of transparency and accountability.

”

THOMAS J. REDDIN, *Chair of the Board, non-executive director.*

Governance Direction from Management

Led by CEO Steven B. Tanger, our management team operates in a cordial, caring and competent manner that has earned them the respect of the industry and gained them the loyalty – and friendship – of our merchant partners. Tanger employees are guided by The Code of Business Conduct and Ethics. This Code is designed to help employees and representatives understand the standards of conduct that are required, and to meet other fundamental obligations that are vital to our success. Aligning actions with expectations is an essential component of how we operate.

Tanger's compensation philosophy is that there should be a strong linkage between compensation and performance. In support of this compensation philosophy, our executive compensation program strongly connects both the short-term and

long-term performance of the enterprise, and compensation of our executive officers is a key driver of our long-term financial success.

Tanger Outlets carefully monitors Enterprise Risk Management (ERM) topics, including corporate responsibility issues, through a Risk Register. For the past ten years, Tanger has had a management position responsible for helping identify issues and establish processes for ERM and Internal Audit across the enterprise. The long-term relationships with retail partners, shareholders and employees are a top priority and help Tanger identify issues and opportunities. In recognition of the increasing number of weather and environmental issues in the U.S., Tanger will add environmental issues to the Risk Register in 2018.

BOARD COMMITTEE AREAS OF RISK OVERSIGHT

The Tanger Board of Directors

- The Board is responsible for overseeing the Company's risk management processes
- While the Board oversees our overall risk management, our management is responsible for day-to-day risk management processes



Audit Committee

Compensation Committee

Nominating & Corporate Governance Committee

- The Committee receives reports from management at least quarterly regarding the Company's assessment of risks.
- Risks relate to a range of issues including strategy, operations and cybersecurity, among others.
- The Audit Committee and the full Board focus on the most significant risks facing the Company and the Company's general risk management strategy.
- The Audit Committee and the full Board ensure that risks undertaken are consistent with the Board's levels of risk tolerance.

The Committee reports regularly to the full Board on these matters.



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

Tanger has an Open Door Policy that provides employees with open, orderly channels of communication to all levels of management. Tanger encourages employees to seek help when they feel uncomfortable about a situation or have any doubts about whether it is consistent with the Company's ethical standards. Tanger encourages employees, if possible, to raise or escalate an integrity or compliance concern by first speaking with an immediate supervisor or local leadership, but provides other avenues, outlined in the Code.

This includes the Tanger AlertLine®, which is available 24 hours a day, to facilitate the reporting of possible illegal, unethical or improper conduct. All employee inquiries receive a response, and all employee reports are investigated. Reports through the Alert Line may be submitted anonymously as permitted by law.

Tanger executives communicate frequently with colleagues across the Company to ensure they understand the state of the business, Tanger's stance on social and ethical issues, and their individual roles in embodying and acting on these principles. Tanger's CEO provides regular communications throughout the year, in town hall meetings, through internal messaging and in setting strategic priorities. There is 50% female representation across the executive leadership team, including a female senior vice president of leasing, a chief marketing officer, and a senior vice president of finance — treasurer.

Continuing our Journey Toward Transparent Practices

GOVERNANCE & ETHICS



Corporate Responsibility Report Committee members identified opportunities to improve and strengthen governance assessments by reporting entities and outside stakeholders in the annual Corporate Responsibility Report and other ESG reporting vehicles. Two of the areas identified were a need for more Board diversity, along with the possibility of a more formal committee structure for assessing ESG risk. Investors have asked questions in these areas, and we are pleased that in 2018 we will address both issues.



PLACE
Our Environmental
Footprint



PLACE

Our Environmental Footprint



Place represents the environmental footprint of the 44 properties in the Tanger Outlets portfolio. Environmental responsibility begins with sustainable development practices, which help reduce or minimize energy usage, water usage, waste, and associated costs. 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, playground areas, walking paths and green space inclusion.

We believe demonstrating responsible environmental practices when opening, expanding, or renovating a center can have a positive impact on the bottom line that will yield benefits for our planet for years to come. In 2017, Tanger opened one new center in Fort Worth, TX, and completed a major expansion at our center in Lancaster, PA, together, representing an investment over \$137 million. Tanger has consistently demonstrated being sensitive to the environment, and continues to take significant steps to reduce or minimize energy costs to offset its environmental footprint.

This year, we have established targeted goals and objectives that will continue to guide our efforts and keep us accountable. It is our intent to be environmentally-friendly whenever possible, to help make our properties energy-efficient and our planet a cleaner and better place to live. These goals are compared to baseline data collected for 2016 and each year we will discuss programs, processes and results.

ENVIRONMENTAL FOOTPRINT GOALS

Tanger focuses on energy efficiency through careful monitoring and analysis of energy consumption at each property. To guide our efforts, we've established the following goals and objectives. Taken collectively, we believe achievement of these goals will help to increase the sustainability of our planet.

WATER USAGE AND WASTE*

Reduce portfolio water usage by 20% by 2022 (including full transition to cloud-based controlling and monitoring system)



Achieve 60% waste diversion by 2022



ENERGY EFFICIENCY AND GREENHOUSE GAS EMISSIONS*

Improve Greenhouse Gas efficiency by 8% by 2020



Improve Portfolio-wide energy efficiency by 8% by 2020, with full LED transition by 2022



Achieve 6.8 kWh of annual production from solar systems in at least 5 centers by 2020



Installation of Electric Vehicle (EV) charging at all centers by 2020 and double baseline kWh by 2020



* for stabilized properties – those in operation for the full years of comparison

When feasible, 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 is one of our Hilton Head, SC locations. We are also researching LEED certification for Existing Buildings, Operations and Maintenance (EBOM) in multiple other locations, with a goal to achieve LEED Performance Certification at the Silver level for more than 20% of the portfolio by 2020.

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 reduce energy costs and environmental impact.

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 U.S. only and do not include the centers in Canada.



PLACE
Our Environmental
Footprint



PLACE
Energy Efficiency
and Greenhouse
Gas Emissions



PLACE

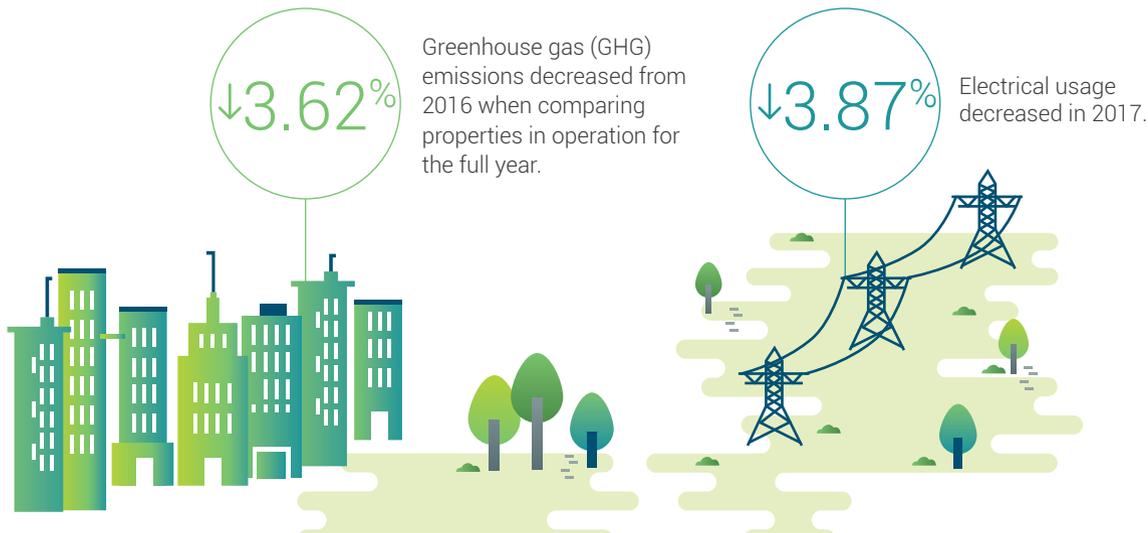
Energy Efficiency and Greenhouse Gas Emissions



Through careful monitoring and analysis of energy consumption at each property, Tanger Outlets is able to realize increased energy efficiency and lower energy costs. In 2017, electrical usage decreased by nearly 4% and greenhouse gas (GHG) emissions decreased by nearly 4% over 2016, when comparing properties in operation for the full year.

This analysis represents emissions for properties with comparative data for the full year; it does not include new properties with partial year data. New development, expansions and renovations accounted for nearly one million additional square feet, including Lancaster, PA; Riverhead, NY; Rehoboth Beach, DE; Savannah, GA; Columbus, OH; Daytona Beach, FL; and, a brand new center in Fort Worth, TX. With the expanded footprint — overall energy usage increased 4.81% from 2016, and greenhouse gas figures increased 6.06%. GHG emissions per square foot have decreased by almost 4% and emissions per million dollars in revenue have decreased by more than 2%.

Because electricity use represents nearly 85% 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.



Reduction of Emissions

Below is a table that shows Scope 1 & 2 emissions combined, comparing 2016 to 2017, as well as percentage of emission types (mostly Scope 2 emissions).

Scope 1 & 2 Combined*	2017	2016	%
Absolute	50,719	48,882	+4%
Intensity/10000 SQ FT	43.2	44.8	-4%
Intensity/ SQ FT	0.00432	0.00448	-4%
Intensity/Million Rev	75.3	76.9	-2%

* Based on preliminary emissions data at 36 stable U.S. properties

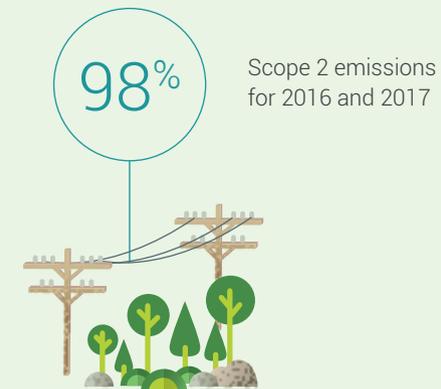
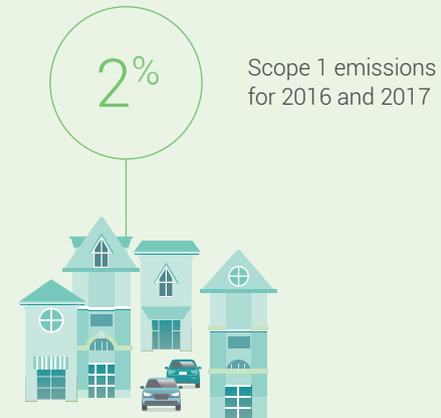
Percentage of Emission Types	2017	2016
Scope 1	2%	2%
Scope 2	98%	98%

Tanger Outlets is able to compare the performance of utilities at each outlet center to similar properties within the portfolio, as well as same site year over year comparisons, due to ongoing monitoring of property-level utility performance data. This allows for quick identification of spikes in utility consumption and costs (e.g., failed lighting controls, severed irrigation lines, malfunctioning electricity meters). Because our team is able to monitor this utility performance data, we are able 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 on-site operational investments 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 three years.



PERCENTAGE OF EMISSION TYPE



PLACE
Energy Efficiency
and Greenhouse
Gas Emissions



PLACE

Energy Efficiency
and Greenhouse
Gas Emissions



New and Expanded Properties

Fort Worth, TX

Tanger Outlets completed construction of the new 351,471 square foot center in Fort Worth, TX late in 2017. The center features environmentally friendly features such as full LED lighting, energy management systems and reflective Sarnafil roofing, motion sensor lighting, EV charging stations and high efficiency HVAC units. With these energy-efficiency measures, we expect our Fort Worth property to be a model for energy efficiency within the industry. Based on half a year in operation, energy usage per square foot is a minimum of 25% less than a center built just six years ago.

The ribbon cutting ceremony was hosted by Steve B. Tanger, CEO, with state and local officials joining in the celebration. As part of the Grand Opening celebrations, Tanger offered shoppers a chance to meet real estate experts Drew and

Jonathan Scott. The Scott brothers have worked nearly 16 years in the real estate industry, providing their expertise in helping turn down-and-out fixer-upper properties into dream homes on their show. Tanger's newest center houses more than 75 brand name and designer retailers, and has created more than 900 full and part-time jobs for the area.

"We are excited to provide a world-class retail destination to the residents of the Dallas/Fort Worth Metroplex and contribute to the city's economic growth," said CEO Steven B. Tanger.

Lancaster, PA

Work on Tanger Outlets Lancaster, PA facility resulted in an additional 123,000 square feet for national retail brands as well as a new entrance. Construction began in early 2017 with the Grand Opening over Labor Day. Thirteen new retailers joined the center,

becoming a part of the Tanger family. It also included a new soft surface playground designed for children ages 5–12 years old. The playground featured more than 10 elevated play components and was ADA compliant, with rubberized safety flooring. The entire structure was covered to enhance the customer experience.

Energy-efficient practices at the Lancaster facility include high-efficiency HVAC units, energy management systems, reflective Sarnafil roofing and full LED lighting that will help the center with lower, more efficient energy usage. Another improvement that will aid retailers and shoppers is motion-sensing lighting. Energy-efficient improvements at other locations including Locust Grove, GA and Sevierville, TN include replacement of nearly 200,000 square feet of EPDM roofing with a reflective, mechanically attached membrane.



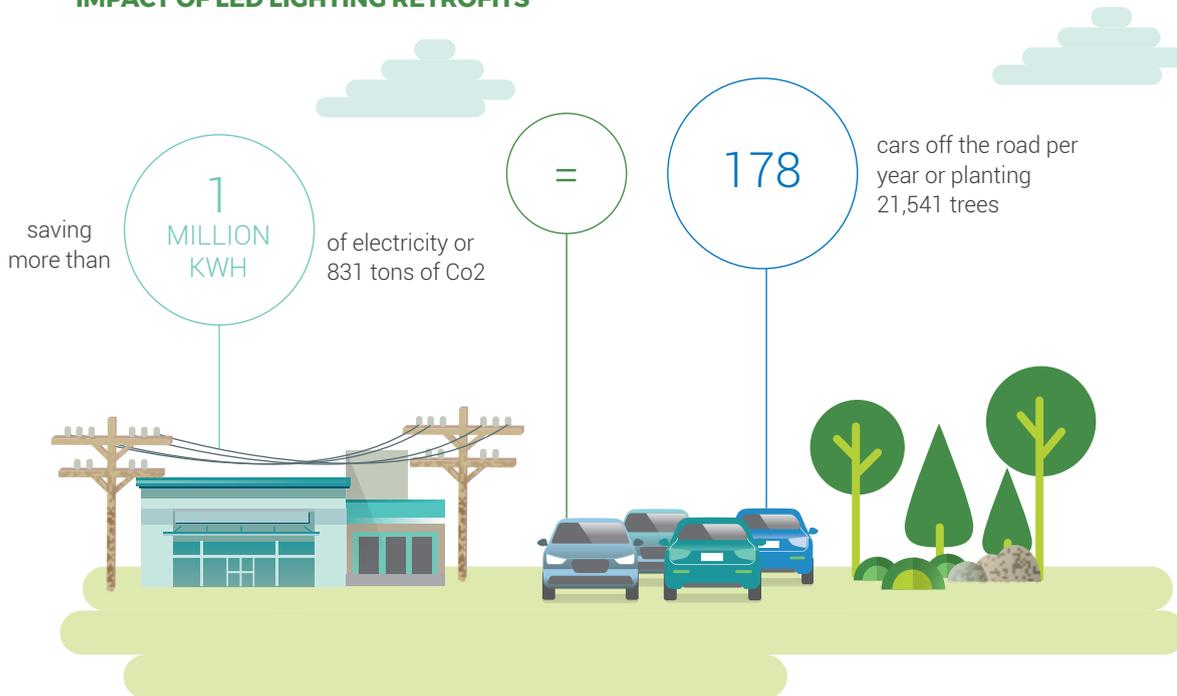
LED Lighting

Since 2015, all new centers are equipped with LED lighting, which primarily involves exterior lighting. Due to Tanger's 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 2022. Tanger Outlets has completed LED lighting retrofits at multiple properties over the past

three years. Full LED retrofits completed in 2017 include the following centers: Grand Rapids, MI; Foxwoods, CT; Myrtle Beach, SC; Jeffersonville, OH; and, Charleston, SC. In addition, LED was included in large remodels at centers in Lancaster, PA and Tilton, NH.

These retrofits are a great help in reducing Co2 emissions. The electric design and LED usage at the Columbus, OH center resulted in saving more than one million kWh of electricity or 831 tons of Co2. This equates to taking 178 cars off the road per year or planting 21,541 trees. Continued transition to full LED lighting will significantly decrease Tanger's environmental footprint.

IMPACT OF LED LIGHTING RETROFITS



Solar Energy Solutions



PLACE
Energy Efficiency
and Greenhouse
Gas Emissions



Our properties in Riverhead, NY (2 centers), Deer Park, NY, and Atlantic City, NJ currently have solar solutions. In 2017, we added solar generation for the three centers in Rehoboth Beach, DE. Portfolio solar production has increased more than five-fold, from 1,240,344 kWh in 2016 to 6,421,740 kWh in 2017, offloading traditional source electric usage.

These innovative moves 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.



PLACE

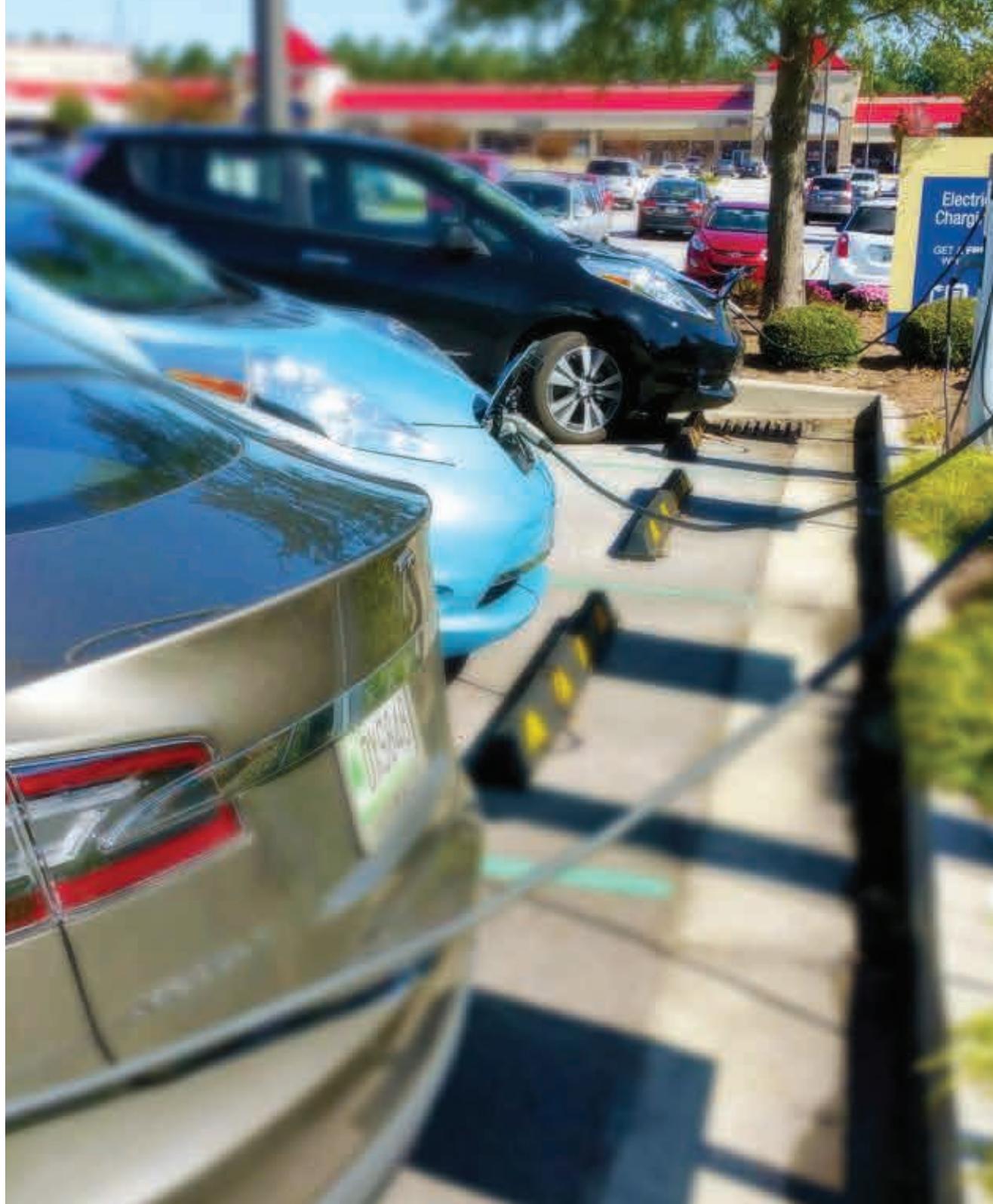
Energy Efficiency
and Greenhouse
Gas Emissions



Green Vehicles and Electric Vehicle Charging Stations

Tanger is an industry leader in the use of electric vehicle (EV) charging stations. Thirty-one of our 44 centers have EV charging stations, which are no cost for our customers. With 76 total units, each capable of supporting 150 or more vehicles, customer usage averaged more than 1,500 charges per month in 2017. Tanger has realized a 33% increase in unique EV users, resulting in 28% more kWh saved. We saw time spent charging at centers increase by 13% in 2017. Based on these changes, Tanger has realized greenhouse gas reductions of 45,386 kg of Co2, and saved 13,561 gallons of gasoline per year.

In September, Tanger Outlets Riverhead, NY held an event with "Drive Electric!" in partnership with the Sierra Club. The event enabled customers to see and test drive cars of the future, serving as a public relations event to promote the center's Electric Vehicle (EV) charging stations. The event included displays of electric and plug-in hybrid vehicles currently available in the market. Shoppers and visitors talked with enthusiastic owners to learn why they love their electric vehicles, and were also able to meet dealer representatives to understand the features and capabilities of electric cars. Drive Electric was a good way to leverage Tanger Outlets' leadership in the market for providing free charging stations, recognizing the customer of tomorrow and their interests. It also enabled Tanger to attract potential new shoppers who had not visited the center before.



PLACE

Water Usage and Waste



PLACE
Water Usage
and Waste



Water Usage

Tanger Outlets' 2017 water usage decreased by 0.2% from 2016, when comparing properties in operation for the full year. We decreased water usage by piloting irrigation control systems, and plan to expand the pilot in 2018. Based on results from the initial pilot, we are projecting a 20% reduction in water usage in exterior spaces at the pilot sites.

In 2017, Tanger interns examined five centers in an Irrigation Management operations project, and made recommendations that will be tested in a 2018 pilot program at 12 sites. With water prices increasing 41% since 2010, and with the changes to irrigation technology, we are excited to test out their recommendations. The interns examined centers with various water configurations to test their ideas: one with a retention pond, several with meters, one with a well and metered water, and included a mix of both new and older properties and properties either built by Tanger or acquired from third parties. They looked at options including: meters based on

usage; wells, which also have an electrical cost due to pumps; a range of controllers, many of which are simple controls and do not account for free rain water; and, zone systems that are more targeted in nature. By examining this broad range of options, and three different brands with various price points, the interns were able to make a recommendation for retrofits across the enterprise that promises to bring both cost efficiencies as well as significantly lower water usage through cloud-based controlling and monitoring systems.

In Houston, we maintain 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 a 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 ambiance of our centers. We're looking closely at practices employed by these sites and hope to reduce usage across the portfolio based on increased efficiency efforts.



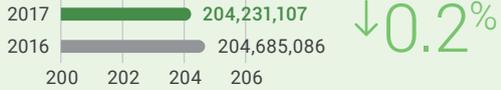


PLACE
Water Usage
and Waste

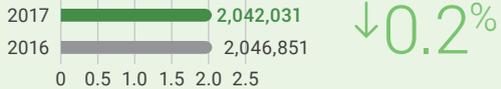


WATER USE*

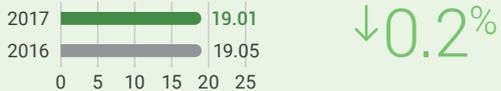
Gallons
(in millions)



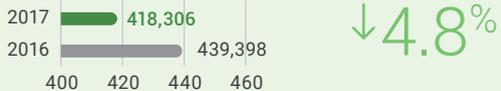
Intensity/10,000 sq ft
(in millions)



Intensity/sq ft



Intensity/Million Rev
(in thousands)



WASTE*

Cardboard
(in thousands)



Landfill
(in thousands)



Waste Diversion Rate 60.7%

* Based on waste data at 41 U.S. properties



Waste Diversion

Tanger Outlets has been a leader in waste diversion, increasing waste diversion of the 21 million tons of waste generated being recycled by 2.31%, from 58.4% in 2016 to 60.7% in 2017. The 12.5 million tons of cardboard used for shipping from our sites is the largest category of waste, and recycling efforts have accelerated over the past few years. Our Riverhead, NY property had been a leader in this area, recycling 74.8% of waste.

In 2017, we renewed our focus on reducing the amount of paper we use in our Corporate Office. Through our paper recycling planning, more than 600,000 pages (or more than 300 trees) were saved through shredding and recycling efforts. Additionally, we have taken steps and employed technology

to convert our monthly Asset Management Team meetings to virtually paperless, reducing our use by another 50,000 pages annually.

Cleaning Up the Environment

In honor of Earth Day, Donna Danielson, GM and Rachel Hentschel, AGM and the Tanger Outlets Atlantic City team partnered with 17 businesses and organizations and more than 100 volunteers to clean up their neighborhoods and local area.

When the creek area located near our Corporate Office in Greensboro, NC needed cleaning, Tanger team members jumped in to make it happen and inspected the creek bed to retrieve trash. Their efforts are appreciated by the neighborhoods as well as the many employees of various businesses who walk the adjoining trail to the property daily.



PARTNERSHIPS

Our Shareholders and Retailers



PARTNERSHIPS
Our Shareholders
and Retailers



Overview

It is a privilege for Tanger Outlets to have particularly long-term partnerships with both shareholders and retailers. Having pioneered the outlet industry more than 36 years ago, and with more than 15.3 million square feet of retail space leased to over 530 retailers and 3,200 stores, we have refined the unique skill sets necessary to be highly competitive in the outlet space. Tanger centers create full and part-time jobs for more than 45,000 individuals, making a significant contribution to economic development and growth.

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. In addition to Tanger's reputation as an excellent operator, these retailers have come to rely on Tanger to successfully secure excellent 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 phenomenal customer service for years to come.

Growth of the outlet channel has been very controlled; the outlet sector includes only an estimated 183 outlet centers in the country. Because the sector is not overbuilt, we believe when an outlet center enters a new market, consumers are excited for the new value-driven experience. This cautious but steady growth produced 2017 results including increasing adjusted funds from operations by 3%, and dividends by 5%, with occupancy at year end of 97.3%, which was best-in-class among mall REITs and marked our 37th consecutive year end with occupancy of 95% or greater. The year 2017 marked our 14th consecutive year of positive same center net operating Income growth. Tanger Outlets has provided substantial returns to our shareholders over the long-term.

To ensure that we engage in partnerships with both Shareholders and Retailers, that are sustainable over the long-term and mutually beneficial, in our efforts to be best in the industry, we have established goals and objectives to measure our progress over time.

SHAREHOLDER AND RETAILER GOALS

Determine ways to help improve retailers' sustainability efforts, looking for synergies whenever possible



Support Retailer Brand Expansion through innovative processes and approaches



Monitor the individual health of each of our retail partners and encourage ongoing dialog on how best to work together, expand market share for each partner



AS SEEN ON TV



PARTNERSHIPS

Our Shareholders
and Retailers



“

At Tanger Outlets, we understand that strong sustainability practices are vital to the success of our business. We want our centers to serve shoppers for generations to come, driving long-term value for our stakeholders. We can't accomplish this goal without a strong, transparent corporate social responsibility program.

”

CYNDI HOLT

Vice President, Investor Relations



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 tenant partners understand that Tanger Outlets is both a desirable and collaborative partner. This creates a symbiotic relationship between Tanger Outlets and retail partners.

During 2017, we were delighted to host a large number of investor road shows across multiple geographies to highlight our strategic vision and plans. When we opened our newest center in Fort Worth, TX we were pleased to provide an on-site tour as well. Meeting directly with investors, sharing our plans and answering their questions, is an important step to demonstrate the transparency and discipline we apply at Tanger Outlets.

Retail Partnerships: Working Together for Long-Term Success

At Tanger Outlets, we focus on making our retail partners successful. We've built strong marketing partnership programs to help promote brands through optimized channels, ultimately aiding in creating profitable distribution opportunities nationwide. Tanger is unique in that we have allocated a position for strategy and retailer relations that is dedicated to helping our retail partners grow their business. 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.

We have had long-term partnerships with major retail brands, several since the very start of our business. Polo Ralph Lauren Factory Stores and Hanesbrands, Inc. were early participants in the outlet channel and have stores in the majority of Tanger Outlet centers. Many of the largest tenants from 10 years ago are still in our portfolio today. While these retail early adopters to outlets have gone through multiple reinventions of themselves

to ensure relevance to the shopper, they continue to believe in the outlet channel as a way to drive business.

As outlets gained in popularity, additional designer and brand name retailers began to open outlet spaces, recognizing the outlet channel as a profitable distribution vehicle. We value our long-standing relationships with our retail partners, while we also appreciate the need to introduce fresh, new brands, to keep our tenant mix balanced. This diversity is important to our financial health and to ensure that our portfolio is not overly reliant on any single brand. It also helps existing retail tenants by bringing in new shoppers.

Spartina 449 is a resort and travel-oriented handbag and jewelry retailer that started in Tanger's Savannah, GA outlet, and has beautiful store build-outs with new stores opening most recently in Myrtle Beach, SC. Other retailers who have expanded their footprint within the Tanger Outlets space include Kate Spade, North Face, Roots Canada, Tory Burch and Vera Bradley.

Coach

While Coach has had stores at multiple centers since the early 1990's, in 2017 we partnered on an exciting idea that differentiates Tanger locations. Coach decided to launch their Henry Backpack exclusively at Tanger Outlets locations prior to releasing it elsewhere in the country. This created opportunities to attract men who might not have been traditional Tanger shoppers, and was a major success with customers. Of course, the Coach launch created additional demand for other goods as well.

H&M

During the H & M grand opening weekend celebration in Howell, MI, traffic was up more than 17% on opening day! H & M staff danced and energized the crowd just before the ribbon cutting, and hundreds of shoppers flooded the store as soon as it opened. Tanger social media posts generated attention, reaching more than 111,000 people. Shopper Services staff continues to hear positive feedback on this new addition to the retail mix in Howell. The local newspaper had so much fun covering the story that they stayed more than an hour after taking photos and talking with shoppers. The photographer said, "Now *THIS* is how all ribbon cuttings should be!"



PARTNERSHIPS
Our Shareholders
and Retailers





PARTNERSHIPS
Our Shareholders
and Retailers



“

Tanger's Retailer Hub is easy to navigate and offers great insights and information regarding upcoming events and promotional opportunities. We use it frequently to fortify our marketing outreach programs.

”

VIRAJ PATEL

Director, Customer Engagement & Loyalty,
Polo Ralph Lauren Factory Stores

“

Retailer Hub has been a really efficient way for us to spread our messages and promotions with only a few clicks. It is very straightforward and simple to use.

”

MICHAELA WILCOX

Director, Brand Marketing, J. Crew

The Tanger team is always looking for ways—large or small—to support retailers, especially during the busy holiday season.

The Howell Tanger team wanted to say “thank you” to their hard-working retail partners during the December holiday season, and noticed a manager from the Eddie Bauer store making a McDonald's drink run for their employees. Tanger Regional Marketing Director Jodi Hoag and GM Amy Stanton jumped into action to deliver kindness and cold drinks to many of their retail partners, building stronger tenant and retailer relations during a very busy time.

The Fort Worth Tanger team, led by Melissa Garcia, GM, Beth Dewitt, AGM, and Natalie Jackman, Office Administrator, dressed in their most festive holiday gear and delivered goody bags and best wishes to each store during the holiday season. Melissa stated, ***“It was such a fun way to connect with retailers and wish them luck the last weekend before Christmas.”***

Supporting Retailers with Data, Tools, and Tanger's Retailer Hub Website

One of the ways Tanger accomplishes our goal to support Retail Brand Expansion through innovative processes and approaches is through the Retailer Hub website.

The Retailer Hub website is a tool available to retail tenants at no additional charge, and serves as a one stop integrator of information ranging from advertising schedules to market demographics, and shopper demographics. This helps retailers be quick to market, manage and personalize their consumer-facing messaging, quickly create web offers, and expeditiously coordinate advertising and offers from all sources, oftentimes in a matter of minutes.

Tanger uses data platforms for data visualization, mapping and reporting on the health of our business as well as our customers, and our competitors. Much of this data is shared with our retail partners to improve their macro lens on the business by market. The system offers on-demand access to Tanger channels and programs including print, in-home, social, digital, loyalty, experiences and giving back, so that retailers can, at their convenience, review marketing and media plans and make business decisions about where to place content to drive sales.

Development of these programs and platforms is intended to meet customers where they are, anytime they are thinking about visiting an outlet center. It helps to maintain a steady flow of information to the customer that Tanger is the destination for apparel, home, or health and beauty goods.





Strong Tanger Outlets Marketing Programs that Support Retail Partners

Tanger's retail mix has remained vibrant based on the strength of relationships as well as the innovative processes, approaches and leading-edge marketing programs created by the Tanger Outlets team to support brand expansion and drive traffic. Individual centers are frequently recognized for their efforts. For instance, Lexi Harris, GM and Mandi Johnson, AGM, and their Tanger Outlets team in Southaven, MS (Memphis, TN) were winners in the "Best Shopping Center/Mall" in the Memphis shopping category in "Memphis Most 2017." Winners are chosen through votes by the general public. And for five consecutive years our center in Deer Park, NY has been voted "Best Shopping Mall on Long Island" by the Long Island Press.

One program that sets Tanger apart is our "Best Price" guarantee. This helps retailers make the sale knowing that the customer will always get the best price from Tanger. If a customer finds any purchased product at Tanger Centers advertised for less within 14 days, we will gladly refund the difference.

Tanger hosted a Retail Symposium for retail partners in October, 2017. The purpose of the symposium was to get Tanger Outlets retailers together for a collaborative session on how to grow the business in outlet centers in the modern retail landscape. Tanger Outlets CEO Steven B. Tanger and the Tanger Executive Team discussed "Leading in Change," sharing Tangers' latest trends, shopping behaviors and forecasting for the future of our centers and for the outlet channel as a whole. Tanger demonstrated to retailers how the enterprise is leading the way for change and how we are embracing new ways to present the shopping experience so that it remains relevant, fun and profitable. A nationally-renowned retail industry researcher shared "Customer Data and Analytics to Drive Sales Today and in the Future," including research regarding how Tanger is analyzing how the customer wants to shop and what they want to shop for so that Tanger can provide a best in class experience now and into the future. The afternoon was spent with retailers discussing how they are making change in their spaces and how we can work together to achieve growth and success.

Tanger Outlets General Managers and Assistant General Managers stay attuned to their area's interests and upcoming special events, so that they can host and/or partner with community organizations that will expose more shoppers to the Tanger Outlet experience, thus increasing traffic and sales for retail partners. Additionally, the TangerSTYLE sale was developed more than 12 years ago as a campaign that unified multiple retailers to partner with each other and Tanger. The goal of TangerSTYLE sales has remained consistent: develop a "must visit" time frame for shoppers to get the very best deals from the very best brands. Participating stores become true partners with Tanger to deliver terrific retailer discounts to Tanger Outlet shoppers in the Spring, Fall and Holiday seasons. These sales are promoted through all media channels in each market during the most competitive sales periods of the year. Retailers are provided with targeted media support, alignment with the best brands, and consistent 20% off entire purchase and 25% off a single item purchase.

PARTNERSHIPS
Our Shareholders
and Retailers





PARTNERSHIPS
Our Shareholders
and Retailers



Both large and small events can have a positive impact on traffic and sales. For instance, Tanger Outlets Mebane, NC hosted a summer food truck fest in mid-July. Student Stylemakers took over Tanger's social media channel for one day to promote "Taking a Time Out" for summer fun. A story posted on Tanger's national Facebook page including a \$500 incentive drawing, boosted traffic to 178,000 users, and a more than 6% increase in physical traffic at Mebane that weekend. An estimated 3,000 shoppers enjoyed the food trucks as part of the shopping experience. The Tanger Ocean City, MD team hosted the annual "Cruisin' Car Show" in May last year. Those who braved the warm temperatures were able to get an up-close look at custom cars, classics, and hot rods. Participants also enjoyed live music, prize giveaways and great savings at their favorite designer stores, and the event raised funds for the Kiwanis Club of Ocean City/Ocean Pines.

At the other end of the continuum, the "Northwell Health Inaugural East End 5K" raised more than \$110,000 for cardiac care and women's cancer services. Tanger Outlets Riverhead, NY team welcomed the walkers, with 450 participants pre-registered and others registering just prior to the beginning of the race. The event featured kids' games and rides, a photo booth, community support tables with food and beverages for participants, and a special appearance by former NY Islanders star Bobby Nystrom. Tanger provided \$5000 in gift card incentives and donated three shopping sprees: \$2500, \$1500 and \$500, to support a drawing for participants who raised \$100 or more.

To drive additional center traffic, the Tanger Outlets Hilton Head, SC team, led by Ashley Doepp, GM and Chloe Medina, AGM, hosted their first ever "Scarecrows at the Shops" program. Retailers were asked to decorate and display their very best scarecrow outside of their storefront in the second half of October. There were 32 unique scarecrows, decorated entirely by the retailers adorning Hilton Head sidewalks. Shoppers voted in Shopper Services for the winners, with all ballots entered into a contest to win a \$100 Tanger gift card. Media coverage reached more than 6,000 people on Facebook, and the event was a great team-building activity among Hilton Head's retail partners. Store managers and shoppers alike paid many compliments to the Hilton Head Tanger team, and are looking forward to the second annual Scarecrows at the Shops event in 2018!

The Tanger Outlets, Mebane, NC team hosted a First Responders Touch-A-Truck event in June that included firetrucks, one of which was an antique dating back to 1935, police cars, a CSI van, the North Carolina Highway Patrol, a concrete mixer, a lift truck, and ambulances. Children as well as the young at heart were able to meet and talk with First Responders, and were also greeted by storybook character Clifford the Big Red Dog, as well as the Tommy Hilfiger mascot. A balloon artist and face painter added their flair and kept children occupied as their parents were exposed to the Tanger Outlet environment; retailers were pleased with a 4% increase in traffic that Saturday.



Building Customer Loyalty with TangerClub

Customer loyalty brings shoppers back to enjoy the high-quality goods available from Tanger retailers. TangerClub is a loyalty program for frequent shoppers who enroll by purchasing a \$10 TangerClub card. Members then reap benefits with special discounts, reward levels based on purchasing patterns, seasonal discounts, birthday gifts, and other exclusive deals. Center teams use these various membership perks to convert nearly 30% of new shoppers who visit shopper services to the TangerClub program. Every day, Customer Service Representatives (CSRs) add to the number of TangerClub members by sharing benefits such as spending rewards, waived gift card fees or free coupon books. CSRs do an excellent job sharing membership benefits with shoppers, and Tanger leadership teams have created fun ways to encourage CSRs with contests and recognition. In February, the Atlantic City, NJ team held a TangerClub contest, and all six Atlantic City CSRs exceeded a 40% rate; in fact CSR Nahida Begum reached an impressive conversion rate of 77%.

Another example of how center teams have successfully built loyalty is the Tanger Outlets Ocean City, MD CSR team. Two CSRs set a high bar for TangerClub sales; on a single Saturday in August. CSRs sold more than 40 memberships, a conversion rate exceeding 70%. By month end, the Ocean City team was able to welcome hundreds of new TangerClub loyalty shoppers.

TangerClub builds loyalty, which translates into more visits and higher sales for retailers. To further build on this loyalty, Tanger continues to develop amenities to improve the overall customer experience. Such amenities recently added include soft seating areas, fireplaces, play areas, water features, sculptures, charging stations and TangerClub VIP lounges.



PARTNERSHIPS
Our Shareholders
and Retailers



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and Retailers

Encouraging Travel and Tourism

Nearly three-quarters of Tanger Outlet Centers are located in tourist areas. For that reason, Tanger has created marketing programs that align in many areas across the U.S. 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.

In early 2017, the Livingston County, MI Convention and Visitors Bureau (LCCVB) presented Jodi Hoag, Tanger Regional Marketing Director, with Livingston County's "2017 Ambassador of Tourism Award." The mission of Livingston County Convention & Visitors Bureau is marketing and promotion of Livingston County as a destination for visitors, motor coach tours, meetings and events. The LCCVB is the official authority for visitor information regarding area attractions, shopping, recreation, events, arts and culture, and accommodations.

Jodi is a past board member and served as secretary from 2012 to 2016. Newly elected LCCVB Board Chair Kristy Ellis, of Courtyard by Marriott in Brighton, said, ***"Jodi has made numerous contributions to the CVB marketing efforts by sharing her knowledge, insight and experience. Our board is pleased to recognize Jodi's outstanding leadership and service to our organization."***

Each year, Connecticut magazine features the "Best of Connecticut" for the year. They explore the state to discover or rediscover the best the state has to offer, highlighting multiple categories, including "Best Shopping Destination." In 2017, the Tanger Outlets Foxwoods team led by John Dolishny, GM, Erin Grenier, AGM, and Kathryn Carta, Customer and Retailer Relations Manager, were recognized for providing the "Best Shopping" experience in the state of Connecticut.

While U.S. tourist destinations are an integral component of the Tanger portfolio, Tanger Outlets also realizes incremental benefits from inbound travel from outside the U.S. and Canada. One example is the coordination done during an

international travel convention by two of our center leaders, Angela Harness, GM and Tourism Manager Tanger Outlets, Sevierville, TN and Carrie Egerton, Tourism and Special Events Coordinator, Tanger Outlets Hilton Head, SC. Their first showplace was Travel South International in Charleston, SC. In true Tanger fashion the team wowed the attending Chinese delegates with in-room sponsored gifts. The black branded duffel bags contained items from Tommy Hilfiger and Saks Off 5th. During the trip, operators had the opportunity to visit the Charleston, SC Tanger center. Prior to leaving the convention center they were given special Tanger gift bags, which contained a coupon book, directory, and a \$100 Tanger gift card.

Two weeks later, Angela and Carrie headed to San Antonio for the National Tour Association's annual Travel Exchange. Prior to the show John Lairsen, GM San Marcos, TX and his team worked hard to wow the operators. They welcomed the group of Chinese operators with refreshments and gifts including a \$100 gift card.



PARTNERSHIPS

Our Community Engagement



PARTNERSHIPS
Our Community Engagement



Community engagement is a cornerstone of being a good corporate citizen, and 2017 provided unprecedented opportunities for Tanger to demonstrate that commitment. From hurricanes and flooding in Texas, to the aftermath of fires in the southeast, to recognizing our Hometown Heroes, to supporting our children and schools, to contributing to breast cancer research, Tanger was there to serve communities in need.

Our centers are frequently gathering places for community events and contribute to the growth and wellbeing of neighborhoods and communities. With 44 centers throughout the United States and Canada, our properties are an integral part of these communities. The incremental sales tax created by our retail partners, along with the thousands of jobs created for local residents, provide funding for local schools, law enforcement and emergency response services, and other community programs.

Tanger demonstrates this commitment to communities through volunteerism, Board Service, Tanger employee and customer donations and fund-raising efforts, and particularly in 2017, through disaster response efforts as well. We call this community support “TangerCARES,” and we focus primarily on the three issues listed below as well as environment and disaster response:



PINK Campaign

Breast Cancer Awareness and Research



TangerKIDS

Helping Children and Schools Succeed



Hometown HEROES

Recognizing Firefighters, EMTs, Law Enforcement and Military





PARTNERSHIPS

Community
Engagement

COMMUNITY ENGAGEMENT GOALS

To guide our Community Engagement actions, we've established the following goals and objectives:

Contribute \$20M* to selected community and national charities by 2020*



During 2017, contributions from all sources were more than one million dollars. Since 1994, Tanger has partnered with and donated more than \$18 million to a variety of worthwhile charitable organizations and causes.

- * Contributions from all sources including customer donations and fund-raising efforts

“

We launched TangerCARES as a way to give back to the many communities where our employees work and live. Tanger has a history of supporting the markets we serve and we are especially proud to show our support for our neighbors.

”

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

Community Engagement

Tanger strives to make the communities we serve better places for everyone to live, work and raise their family. Whether at its corporate headquarters in Greensboro, NC or our portfolio of outlet centers across the country and Canada, Tanger contributes time, talent, and funding to help our communities.

At Tanger, it's Personal

At Tanger, it truly is personal. Nearly all of our local leadership teams are active in their communities, through Chambers of Commerce, Travel and Visitor Bureaus, and other nonprofit organizations. In 2017, Tanger employees at centers across the U.S. participated on over 45 unique boards of directors. Tanger supports employee volunteerism by granting each employee forty hours of paid time off per year to volunteer in their community. This resulted in over 6,000 hours at centers across the U.S. in 2017. Following are just a few of the examples of local Tanger leadership at its best.

Donna Danielson, GM, Atlantic City is a great example of taking community engagement personally. Danielson has worked with the Atlantic City Arts Foundation on various programs such as "Chalk About It" and "48 Blocks" for the past 2 years. She was also able to donate a space at the Atlantic City center for their ARTeriors exhibit at the end of 2017, which drew hundreds of visitors. Danielson has nurtured a relationship with Volunteers of America, and walks the Tanger property to help at-risk people get assistance. She has also served as a Board Member of Metropolitan Business & Community Association and Atlantic City Police Foundation; is a graduate of LEADACT, the "Lead Atlantic City Tomorrow" program; and is a partner of "ThisIsAC," a community movement to highlight the beauty of Atlantic City, its amazing attractions and awesome people. She represents Tanger by attending grand opening events around Atlantic City as well as the "Speak at Atlantic City" Ward Meetings, to support and update the community on what is happening at Tanger Outlets.



TangerCARES for Texas: Hurricane Harvey Devastation

Hurricane Harvey's high winds and deadly storm waters left the Texas Gulf Coast in a dire situation during the last few months of 2017. The storm made landfall three times in six days leaving one third of Houston, TX, the 4th most populous city in the U.S., underwater. Overall damage estimates exceed \$125 billion; however, the impact was felt harder in some communities.

For instance, Dickinson (TX) Independent School District, one of the hardest hit areas, serves over 8,500 families in Greater Houston; 90% of homes in the area were uninhabitable due to the storm,

leaving students and teachers in need of the most basic essentials. Both the school district and Tanger Outlets Houston are in Galveston County, with many of the local families being regular Tanger shoppers.

While the center sustained over 52" of rain and dozens of roof leaks, with flooding and employee evacuations, the center was able to respond and recover within seven days, with limited hours and 70% of stores operational. Most of the other 30% of stores opened over the next week. The Tanger center was one of the few businesses open in the early days after the storm, and with so many families in need of shoes, clothing, basic supplies it provided an opportunity to replace the essentials. Additionally, the Tanger team was able to provide electricity for charging cellphones.

The Tanger team wanted to help, and Jessica Roberts, GM of Tanger Outlets Houston (Texas City) spoke with the school district and president of the local Chamber of Commerce to determine needs. While the school district was determined to reopen, many students and teachers had lost everything in the flood. Tanger made a \$75,000 in-kind donation of gift cards valued at \$100 each to district students. Following Tanger's lead, another donor matched the donation (total \$150,000), and center retailers provided discounts during gift card distributions days.

Ultimately, over 1,300 district students and their parents visited the center to collect their gift cards and to start rebuilding. Nearly 200 of the district's teachers were also given \$100 gift cards.

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TangerCARES for Tennessee: Gatlinburg Area Wildfires



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When disasters happen, first responders from many parts of the nation respond. Tanger's Corporate HR team wanted to show their appreciation for firefighters in the Triad area of North Carolina, who traveled to the Gatlinburg, TN area to help fight the area wildfires, tirelessly working shifts in Tennessee and at home. To show their gratitude to the first responders, Tanger employees hosted lunch, and also distributed gift cards and coupon books to each member of the local fire station.



Disaster Response in Tennessee

Very late in 2016 the Gatlinburg area was devastated by wildfires that spread throughout the Great Smoky Mountains National Park, areas of Gatlinburg and Pigeon Forge, TN. Fourteen people lost their lives, 160 people were injured and 14,000 people were forced to evacuate their homes, rental cabins and hotel accommodations. Over 1,700 structures were damaged or destroyed in the fires.

The Tanger Outlets Sevierville, TN team was integral to their recovery. The center formed a partnership with the Dollywood Foundation's "My People Fund," which raised money to help the displaced families get back on their feet.

Steven B. Tanger, CEO, announced an in-kind donation of \$50,000 in Tanger gift cards to the foundation. The My People Fund then dispersed \$1,000/month for six months to qualified families.

Angela Harness, GM, Sevierville, TN presented Dolly Parton with Tanger's gift in Nashville just prior to the start of Dolly's telethon. Vouchers were given to each of the families to redeem for a Tanger gift card. In addition to this financial contribution, the Sevierville team volunteered at the local hospital to separate and organize donations as they came in.



Stanley's Samaritans – Volunteerism at its Best

Volunteerism at Tanger is a long-standing tradition which began through the vision and commitment of Tanger Outlets founder Stanley K. Tanger, a life-long advocate of giving back to the community. In 2011, Tanger Outlets formalized the program which became known as "Stanley's Samaritans." Today community engagement has evolved to include creation of and support for community functions coupled with volunteerism and targeted financial support for various causes. We refer to these engagement efforts collectively as TangerCARES.

During the month of April, Tanger team members join forces across departments and locations to support the communities where we live and work. Coordinated by Tanger corporate team member Jessica Dalton, Senior Director of Specialty Leasing, the Tanger Team honors the memory of Stanley K. Tanger by participating in worthwhile projects across the enterprise, through community service and assisting nonprofit partners in their daily activities.

Tanger Outlets Charleston, SC team, under the leadership of Penny Benton, GM and Kelly Hedman, AGM, participated in a week of volunteering with four area nonprofit partners. On day one, they

sorted and packaged produce to be distributed with Meals on Wheels at Lowcountry Food Bank. On another day, they sorted clothing, toys and created care packages at Lowcountry Orphan Relief, which provides supplies and services to children suffering from abuse or neglect. The next day, they painted the common areas at My Sister's House, an agency that serves as a safe haven for women and children who are domestic violence victims. The final day, the team laid sod with the U.S. Coast Guard at One80 Place, an organization that provides food, shelter and supportive services to help individuals — including veterans and families, — turn their lives around.

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PINK Campaign — Breast Cancer Awareness and Research

Tanger Outlets continues to support breast cancer awareness and research, in the effort to prevent and cure breast cancer by advancing the world's most promising research. Tanger has proudly supported the work of the Breast Cancer Research Foundation (BCRF) since 1994. Tanger's support has made possible, in part, pioneering breast cancer studies, including research conducted by Dr. Kenneth Offitt at Memorial Sloan Kettering Cancer Center, Dr. Katherine Nathanson at The University of Pennsylvania, and Drs. Elizabeth Jaffee and Leisha Emens at Johns Hopkins University.

In 2017, Tanger supported the work of Dr. Shelley Hwang, Professor of Surgery, Chief of Breast Surgical Oncology, and Vice Chair of Research at Duke University. Dr. Hwang has assembled a unique clinical trial of women with DCIS, an early form of breast cancer (also called Stage 0) who select Active Surveillance (AS) — a strategy that delays surgery and treatment until tests show that the disease has progressed. AS is commonly used to manage diseases such as low-risk prostate cancer, and has been proposed to reduce over-treatment of DCIS. This year the team has tested a method to identify DCIS at risk of becoming invasive cancer. The overarching goal of these studies is to reduce the use of surgery and treatments for DCIS that are non-threatening, while providing the opportunity to act swiftly when DCIS shows signs of becoming an invasive cancer.

PINK Campaigns Across the Enterprise

In addition to funding breast cancer research and awareness, Tanger has encouraged and empowered team members to get out into their communities and join this fight. Tanger's annual PINK Campaign each October, with the help of retail partners and customers, raised more than \$675,000 in 2017 and nearly \$16 million since the beginning of the program in 1994. Proceeds from the PINK Campaign support local breast cancer organizations, with more than \$425,000 raised for local causes in 2017, as well as the Breast Cancer Research Foundation (BCRF), the nation's highest-rated breast cancer organization (according to Charity Watch and Charity Navigator), with 2017 contributions of nearly \$250,000.

Tanger PINK Cards (purchased by shoppers for \$10 unlimited use, and \$5 for one-time use) offer shoppers a stylish way to save more and help in the fight to raise awareness, prevent and find a cure for breast cancer. With the Tanger PINK Card, shoppers

are offered 25% off any item at participating stores. This offer may be used once per day, per store with the unlimited use card during Breast Cancer Awareness month (October). PINK Campaign cards — both virtual and hard copy — can be purchased at any Tanger Outlet nationwide, online at www.tangeroutlet.com/pink, or via Tanger's 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 Random Acts of Kindness, an exciting program launched in 2015 that randomly surprises shoppers with PINK gifts and gift cards as they shop, including Tanger randomly paying for purchases at checkout. Tanger also gives away gift cards and PINK items via their social media channels for fans throughout the month of October.

Tanger Outlets Corporate Headquarters sponsors and participates annually in the Greensboro, NC "Women's Only 5K," one of the largest women's races in the southeast, in support of the Cone Health Mammography Scholarship Fund and the Cone Health Alight Program, two programs that provide mammograms to uninsured women who cannot afford them. In 2017, Tanger sponsored a tent at the event and 25 women from Tanger corporate participated in the race. The day before the race, the group kicked off the event with a breakfast honoring Doris Tanger, a breast cancer survivor, wife of Tanger founder Stanley K. Tanger, and mother of Tanger CEO Steven B. Tanger. Mrs. Tanger was also present for pre-race events and fired the starting gun for the over 2000 women who began the 3.1 mile course. The event raised \$99,703 for the women in the Greensboro community, providing a life-saving resource to those who most need it.

Tanger Outlets Atlantic City, NJ team, led by Donna Danielson, GM joined local businesses as the community came together for the largest pink ribbon cutting on the iconic boardwalk on June 30.

The pink ribbon ran the length of the boardwalk and the mayor cut the ribbon starting the campaign (#ACSUMMEROFPINK). The Atlantic City Tanger team distributed over 1,300 PINK beach balls for the Atlantic City beach concerts in July. The singer Pink performed July 12th on the beach to a crowd of 45,000 people; everyone enjoyed the fun as the Tanger name was literally bounced around during the concert.

Tanger Outlets Tilton, NH GM Eric Proulx and the Tilton team hosted the 9th Annual Fit for a Cure 5K Run/Walk presented by Under Armour. The race proved to be the most successful 5K Run/Walk in its 9-year history with over 850 attendees coming out to run or walk in this year's race.

In support of Breast Cancer Awareness Month in October, the National Harbor, MD Tanger team hosted the Doctor's Community Mobile Health Clinic and Breast Center. Shoppers were given the opportunity to learn about breast health and improved overall health for their families and loved ones through blood pressure screening, cholesterol screening, glucose tests, and clinical breast exams. The National Harbor team also partnered with Doctors Community Hospital for its Pink Ribbon Rally, offering education about the importance of annual mammogram screenings and clinical breast examinations. The event featured music, games, wellness lectures, Zumba classes, healthy snack demonstrations, and survivor testimonials.

Tanger Outlets Commerce, GA hosted 485 participants in their 5th Annual Fit for the Cure 5K event in October. Corporate sponsorships reached new heights totaling \$12,650 from 29 different sponsors. Under Armour, the presenting sponsor, provided all race T-shirts free to participants. A fun new "color run" was added this year, where runners and walkers had the option to travel through four different color stations along the course where it rained colored corn starch powder upon them. Almost \$10,000 was raised for this year's beneficiary, "Monies for Mammos: Northridge Medical Center Breast Imaging Fund."

Compassion That Compels is a nonprofit organization working to reach every woman battling cancer. They equip cancer-fighting warriors spiritually, emotionally, and in a tangible way with Compassion bags. Tanger Outlets Sevierville, TN team members had the honor and privilege of distributing these wonderful goody bags to women battling cancer.

Angela Harness, GM stated, ***"We were touched and humbled to see how our efforts are impacting these brave women's lives. We all left the cancer center with a smile, knowing that despite going through the toughest fight of their lives [the women knew] we were there to shine a light and show we care."***



“

We are proud to continue to support the fight against breast cancer, and 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. We are fully committed to supporting the hardworking scientists and doctors funded by BCRF, with the goal of finding a cure to a disease that has affected so many families, as well as supporting local organizations in the ongoing care and treatment within our local communities.

”

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

“

Tanger Outlets has been a valued partner in the fight to end breast cancer. 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.

”

MYRA BIBLOWIT,
President of the Breast Cancer
Research Foundation

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Helping Children and Schools Succeed – TangerKIDS GRANTS

Since 1996, Tanger has made a commitment to give back to the schools in each center's local community. Over the past 20 years, Tanger has taken great pride in their role to support the futures and education of students. Tanger Outlets believes that our children are our biggest and most important asset, as they represent the future of our nation and world. The TangerKIDS Grant Program supports 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.



The Atlantic City, NJ center is a good example of how support and involvement between the center and schools has grown. Just six short years ago, only one school in the area submitted an application for a TangerKIDS Grant, and the school was located outside of Atlantic City. By working with the Superintendent of Schools, Tanger Atlantic City GM Donna Danielson was able to grow the number of submissions to more than 25 per year, and most of the Grants have been awarded to Atlantic City Schools to support children's education in the local community.

Tanger gives one dollar to the TangerKIDS Grants program for every coupon book sold, to assist schools in our centers' local communities. Grants are funded up to \$2,500 each. In June of 2017, Tanger awarded 172 TangerKIDS grants across the country totaling approximately \$200,000. The program supports area schools at all grade levels,

Kindergarten through Grade 12. Tanger team members visit schools in their area each year with checks to present to teachers and school leaders. Our management teams are showered with smiles, hugs, and thank yous!


<https://grants.tangeroutlet.com/>



Backpacks, Recognition for Good Grades, Teacher and Nurse Appreciation

Other events that support our students and schools include a free Backpack Scavenger Hunt for the first 500 children ages kindergarten through eighth grade, just before school starts, at Tanger Outlets Foxwoods, CT. Parents with very excited children lined up at each entrance of the mall to receive their free Tanger backpack and list of clues for visiting participating stores for free school supplies. In addition to the hunt, children enjoyed face painting, as well as watching a magic show and a balloon artist. This event was in conjunction with Tax Free Week.

At the end of each school year since 1998, students at Commerce Middle School in Commerce, GA participate in a tradition that was started by our company's founder, the late Stanley K. Tanger, who visited the school as a special guest speaker. During

his remarks he announced a Tanger-sponsored award — any student who earns straight A's and has perfect attendance and no disciplinary actions for two consecutive quarters would earn a \$50 Tanger gift card. The kids are still going wild when they earn this coveted award/reward, 20 years later! In 2017, the award was earned by five 5th graders, thirteen 6th graders, eighteen 7th graders and twenty-eight 8th graders.

The Tanger Outlets Charleston, SC team treated 150 teachers and nurses to a brunch at the Charleston outlet in recognition of their outstanding contributions to local students. Attendees received gift bags containing a Tanger Outlets lunch bag, samples and coupons from Nike, Reebok, Famous Footwear, and H & M, plus a Tanger coupon book and a free 30-day membership to Pivotal Fitness. New TangerClub members were excited to spin the prize wheel for a chance to win a Tommy Hilfiger purse, bare + BEAUTY makeup, gift cards, and other Tanger-branded items.

“

Tanger Outlets is dedicated to the communities we serve. A high-quality education is instrumental to enhancing our communities and we are proud to once again give back to these remarkable schools as part of our efforts to support students and educators across the country.

”

STEVEN B. TANGER,
Chief Executive Officer of Tanger Outlets

“

I used our grant money [from Tanger Outlets] to buy a year-long subscription to Inside Music. This is a cloud-based music composition curriculum that covers state and national standards and enhances students' ability to compose their own music. I found that composing their own music heightened the students' understanding of pitch, rhythm and form. Hearing their original compositions played by the whole class was an inspiring experience for the students.

”

LISA THIEBERGER,
General Music Teacher
Texas Avenue School — Atlantic City, NJ



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Hometown HEROES

Hometown HEROES include neighbors, co-workers, family members, friends, coaches and teachers who serve as firefighters, police officers, in the armed forces or, as medical and rescue personnel. Tanger Outlets is grateful for the service of these Hometown HEROES, and in 2017 Tanger made contributions of more than \$105,000 to support these heroes, including \$500 from each center during Hometown HEROES week, to honor Veterans.

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. Each year locations across the Tanger enterprise host events to honor these heroes. For instance, the Sevierville, TN and Myrtle Beach, SC teams expressed their appreciation by providing snacks and lunches to members of their local police and fire departments along with EMS teams. The Tanger Myrtle Beach team honored five Horry County, SC Hometown HEROES and presented each of them with a \$100 Tanger gift card to recognize their contributions. The five included Michael Thrower, Public Safety Officer, North Myrtle Beach; Ashley Soucy, Detective with Horry County Policy Department; Chris Aranda, 20 years of service, U.S. Army; Darcie Shotts, Conway Fire Department; and CPL Drew Edwards, Horry County Policy Department. Check out the TangerLife blog and look for the hashtag #TangerHero: <https://www.tangerlife.com/category/news/> for more stories.



Honoring Veterans

In 2017, we introduced Veterans Parking to all Tanger properties, reserving parking spots near the entrance for all who served so valiantly to keep our country safe. Mr. H. Williams, a frequent visitor of Tanger Outlets Mebane, NC is proof that one person can truly make a difference. Mr. Williams is an Army veteran who served in Vietnam and works as a veteran's consultant at the NC Works Career Center in Burlington, NC. He was concerned that many disabled veterans have not been able to obtain handicap parking permits and therefore find it difficult to visit busy shopping centers where they have to park a distance away from the buildings.

Determined to help, he sent an email to Steve Tanger, CEO, and then received the response he was hoping for. Reserved Veteran Parking was not only implemented at the Mebane location but also added across the Tanger portfolio, just in time for Memorial Day!

"It didn't fall on deaf ears," said Mr. Williams. "It couldn't have been better timing. It was fantastic that it was done." Tanger values veterans and their service for our great nation and offers a variety of perks to local veterans in appreciation of their service.

The Tanger Outlets Charleston, SC team including Penny Benton, GM and Kelly Hedman, AGM, were honored to recognize U.S. Marine Corp Corporal Brookings and his family in October as they and several other companies joined Operation FINALLY HOME to dedicate a new custom-built mortgage-free home in the Carnes Crossroads community of Summerville, SC, to the Brookings family. After a ribbon cutting ceremony, the Brookings family received the keys to their furnished home, which included closets full of clothing, shoes and accessories provided by Tanger Outlets.

Cpl. Brookings knew he wanted to serve his country at a very young age, and enlisted in 2005 at the age of 18. He married his childhood sweetheart, Tia, and was deployed to Iraq before their first wedding anniversary. Two months into his deployment, he was shot in the chest by a sniper during duty at an observation post. A portion of his lung was removed; he was left with permanent nerve damage, and was subsequently diagnosed with an anoxic brain injury. Once home, he realized that normal every-day activity was impossible. Cpl. Brookings received the Purple Heart, among several other awards, for his service.

The Brookings family thought they were attending a Songwriter's Night concert event at the Southern Living Home Summit in Atlanta, GA, in February 2017 and believed it was part of the preliminary interview process with Operation FINALLY HOME. They were amazed and surprised with the news that they were receiving a new home!

Veterans Day celebrations across the enterprise recognize those who have given so much. Tanger Outlets Pittsburgh, PA honored army veteran

Armstrong; Mr. Armstrong is the Junior Vice Commander at this post and helps hundreds of veterans with problems including better health care and compensation, family problems, alcohol and drug abuse and even homelessness. Nicole Baculik, GM and Tina Cario, AGM spent several hours with Mr. Armstrong and learned about the current state of many of our veterans, which was both enlightening and heartbreaking. What touched them most were his words when given the enormous bag of gifts from the center's stores and the Pittsburgh team. **"You gave me my homecoming," he said with tears in his eyes.** Recognition of service and homecoming celebrations for today's veterans are significantly more frequent than during the time Mr. Armstrong served our country. Mr. Armstrong also asked if the team would be offended if he took the package to the local veteran's hospital to be distributed among the veterans there. The selflessness of this man is evident in his actions and his heart, which are both focused on fellow veterans.

Tanger Outlets Houston, TX partnered with Rock4Recovery, a nonprofit organization dedicated to utilizing music as therapy for veterans. Local veteran Shannon Book was honored by Jessica Roberts, GM and Jay Marmo, AGM. Ms. Book provided a heartfelt rendition of the National Anthem, and the first 500 shoppers were greeted with complimentary cupcakes, patriotic goodies and enthusiastic smiles. The Galveston Mounted Possee greeted each attendee. The horses made their way through the center greeting guests at the entrance and providing photo opportunities, a lovely complement to the shopper experience.

Tanger Outlets' business model is completely reliant on strong communities. We are pleased to give back to the brave citizens who work tirelessly to make our communities a great, safe place to live and do business.

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

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Thanking Law Enforcement Officers

Atlantic City, NJ honored two very special Hometown HEROES, Officer Eric Wessler of the Atlantic City Police Department, and Gary Denamen, from the New Jersey Transit Police, for their ongoing efforts. In addition to public recognition, each received a \$250 Tanger gift card. Over the past two years, Tanger Outlets Atlantic City has donated \$12,100 to the Atlantic City Police Foundation to purchase police patrol bikes, uniforms, and trailers for the bikes, and an additional \$10,000 to assist in purchasing ceramic bulletproof vests for the Atlantic City Police Department.

Officer Wessler not only has a friendly face and great demeanor – he is helpful when it comes to ensuring the safety of the Atlantic City center. He played a key part in locking down the center during an incident, and stayed with staff relaying pertinent information for the police to keep everyone safe and on the same page. Since then, he has assisted customers with minor fender-benders and always provides pertinent and helpful information to keep things flowing smoothly.

Gary Denamen, New Jersey Transit Police Officer, is also instrumental in protecting customers in Atlantic City. He has consistently walked the center to ensure its safety as if it were his own. Upon receiving his \$250 gift card, he proved his generous and caring spirit and paid it forward by donating it to Volunteers of America, an organization that assists those in need to live healthy, safe and productive lives. His card was used to purchase \$255 of items from Hanes. When the store employee saw the final cost was \$5 over the gift card amount, they chipped in and paid the rest on their own, saying “it is for a great cause.”





Supporting Firefighters

Tanger Outlets Lancaster, PA hosted the Lafayette Fire Company by acting as a local fire fighter training site. Chief Scott Hershey coordinated the training with Tanger management, the Rapid Intervention Team (RIT) and nine neighboring fire departments. The location was a structure being demolished for the expansion of Tanger's outlet center in Lancaster, PA. Firefighters from East Lampeter Township and several neighboring communities took advantage of this opportunity to hone their skills. They practiced cutting holes in the roof, drywall, and concrete block walls. To simulate firefighter rescue techniques, they practiced breaking through locked doors, and used training smoke to simulate a smoke-filled store that needed to be searched for possible victims.

Use of the large parking lots and facilities at the Jeffersonville, OH center is another example of partnering with local law enforcement, fire and rescue teams for training exercises. When the Jeffersonville Fire Department needed to conduct training on their new aerial ladder truck, they reached out to Tanger Outlets Jeffersonville, and were very appreciative of how Kristen Hauer, GM, Andy Gibson, AGM and the Jeffersonville team worked with them to ensure the highest level of safety during the exercises.

Touch-A-Truck Events

Ashley Doepp, GM of Tanger Outlets Hilton Head, SC and her team hosted its second annual Touch-a-Truck event, where families are invited to climb on and explore a large variety of trucks supplied by local government agencies, including the Beaufort County (BC) Sheriff's Office, BC Public Works, Bluffton Fire Department, U.S. Marine Corps, BC EMS and many more. Each child was greeted and given a Tanger badge and truck shaped eraser. Parents could text to win by providing their emails in exchange for TangerSTYLE coupons. The various government and emergency service providers could showcase their services and interact with the community, and the venue also served as a school supply drive for Project Connect, a nonprofit that supports local teachers in the Hilton Head area. In just three hours, participants filled four large boxes with much-needed school supplies and also provided cash donations for the organization.

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, teachers and others. Tanger honors these brave citizens by making financial contributions to help purchase lifesaving equipment, fund community outreach programs and more.

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PEOPLE

Our Customers

PEOPLE
Our Customers

At Tanger Outlets, we have a clear understanding of our role and responsibility to deliver value to our customers, while creating a social experience for friends and families nearly 200 million times each year. 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 Chief Executive Officer Steven B. Tanger has consistently said, “In good times, people like a bargain, and in tough times, people need a bargain.”

We constantly look for new ways to enhance the experience, and based on feedback from our shoppers, we have fine-tuned our format and continue to add 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 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.

Customer Goals

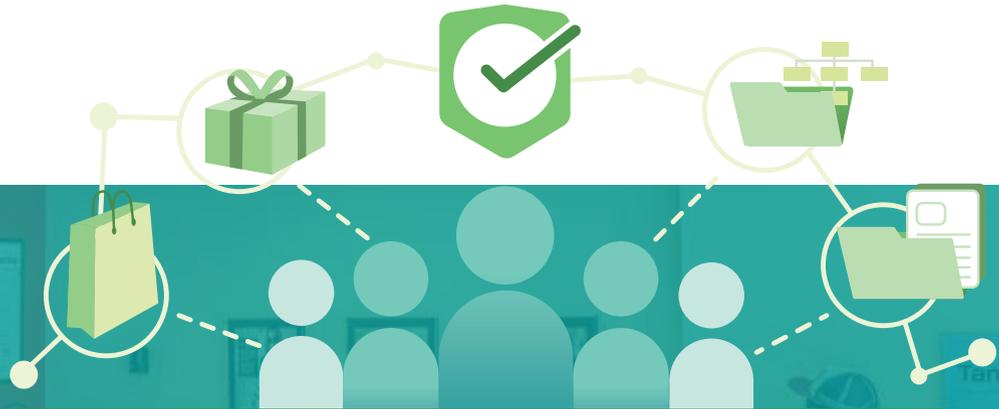
Shoppers are a critical link in the success of our retail partners as well as the overall success of our centers. To ensure that we engage in shopper interactions that create the best possible customer experience, we have established the following goals:

Be “First Choice” for shoppers by providing them with the best brands, best prices and best customer experience



In 2017, we continued to expand and enhance our food offerings in order to extend shopper stay. While food can be a challenging category in the outlet channel, due to a concentration of shopper traffic on weekends, we added a creative flair with mobile food trucks complementing events held in 2017. Food trucks at Hilton Head, SC and Jeffersonville, OH were a huge success!

Each Tanger Outlet Center is designed to reflect the needs and 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 — convenient one-stop shopping for the brands they want and expect, clean facilities, and the strong emphasis on customer service. Tanger has differentiated itself based on the consistent delivery of these elements. Our goal is to earn customer loyalty and encourage them to shop Tanger when they shop outlet.



Customer Focus – Creating a Compelling Shopping Experience

Tanger Outlets' focus on the customer is demonstrated through facilities, programs and offerings that reinforce customer expectations. Several of these are outlined below.

Partnering with Hometown Causes

Center management often partners with local charities within their markets. The center in Savannah, GA supported the Children's Hospital of Savannah and Children's Miracle Network during their St. Patrick's Day event. This approach appeals to local shoppers and aligns well with Tanger Outlets' Community Engagement focus on 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, the new Fort Worth, TX center includes a sculpture of a bull in a nod to the Stockyards. The center also includes shaded play areas and fans for the summer heat, and fire pits for the winter cold. Green spaces are perfect for concerts and community events. Fountains at the anchor areas of the center enhance the ambiance. Splash pads and play areas were added in Daytona, FL and other locales. Riverhead, NY opened an iPad bar in the Food Court where shoppers can access stationary iPads with Wi-Fi access to check email and travel information. These design elements, along with soft seating, mobile phone charging stations, Wi-Fi and other amenities provide comfortable gathering places for friends and family to take a break.



PEOPLE
Our Customers





PEOPLE
Our Customers

PROVIDING A SAFE ENVIRONMENT

Providing a safe environment is a high priority at Tanger Outlets. To prepare for disruptive events, Tanger frequently participates with local law enforcement and emergency services to address potential critical incident scenarios at centers across the enterprise. Tanger Outlets Mebane, NC hosted a Critical Incident Exercise with local law enforcement officers in March. Scenarios were set up to mimic possible actual events, including hostage situations with disgruntled employees, potential acts of violence, and man-made and natural disasters. Partnering with law enforcement and learning what to do in these situations is critical for maintaining a safe environment for our customers. These drills, which take place across the enterprise, help prepare local law enforcement and management teams to respond effectively in a crisis situation. As Jeff Johnson, GM and the Mebane

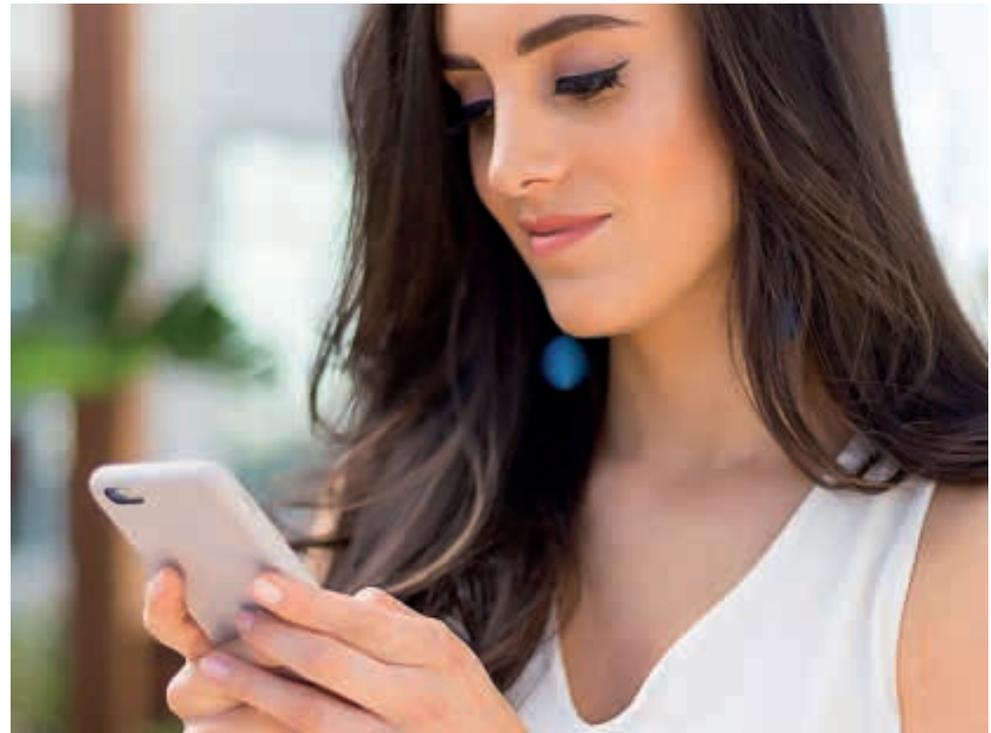
team demonstrated, this helped not only prepare for the safety of customers and employees, but also helped build a close partnership and alliance with local law enforcement.

MOBILE APP

Tanger Outlets is at the forefront when it comes to technology, and developed a mobile app for customers a decade ago that today is used by nearly a million customers. It not only helps customers access coupons and deals, it also provides shoppers with directions from their current location to a specific store, or even special deals within a store, which pop-up as shoppers walk by that store. Additional uses include a parking pin to remind shoppers where they parked, and in 2017 we added a "Cost per Wear" calculator that allows shoppers to calculate how much the outfit will cost per wear, e.g., "If I purchase this \$200 Michael Kors

bag with my 25% TangerSTYLE coupon, I only pay \$150, and if I use it all season and carry it every day for three months, then it really only costs me \$1.57 per day...Ring it up!"

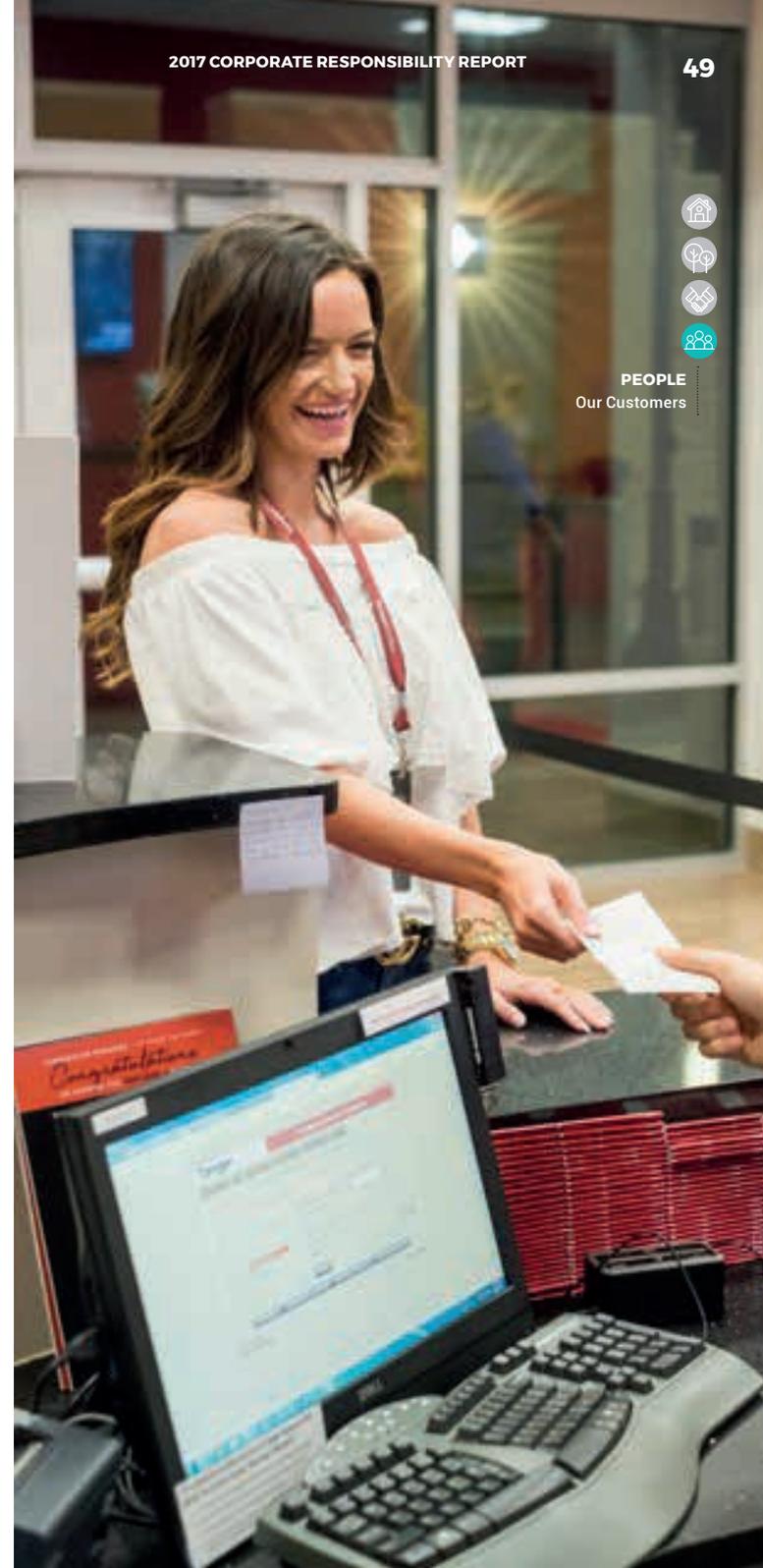
Tanger Outlets Foxwoods, CT partnered with Connecticut's ComCONN to celebrate the first annual ComCONN at Foxwoods Resort and Casino, with approximately 8,000 people over the two day period. Tanger hosted a comic book themed booth with a superhero prize wheel, opportunity to win Marvel Artwork, and selfie station as well as live comic book characters: the Tanger Foxwoods Customer Support Reps and Management team. In the process, more than 500 new mobile app users signed up.



CUSTOMER SERVICE – SHOPPER SERVICES (SMALL ACTS OF KINDNESS)

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.

Phenomenal Customer Service is part of Tanger's mission, as the following stories demonstrate a little kindness makes a big difference. This could not be more true than when Grand Rapids, MI CSR Sarah Hoorn went out of her way to return a beloved stuffed unicorn to its rightful owner, Nyala. Nyala's mother, Natalie, posted the following public review, ***"Thank you Tanger Outlet Shopper Services! Sarah went out of her way to find my daughter's missing unicorn. You don't find customer service like this anymore!"***



PEOPLE
Our Customers



PEOPLE
Our Customers

TangerSTYLE

This unique offering has been made available to customers for more than ten years, originally via direct mail or newspaper inserts that reach an estimated 17 million homes, three times during the year: Spring, Back to School, and Holidays. Consumers receive special discounts of 20%–25% at participating stores. A digital component was added in 2017 and distribution channels now also include email, and the Tanger Mobile App. The App can show different products and styles currently in stores, so that when customers seek fashionable merchandise at great savings, they know they can shop Tanger.

In 2017, Tanger Outlets Mebane, NC hosted an amazing kickoff to TangerSTYLE, inviting 24 fashion bloggers from all over North Carolina to participate in their TangerSTYLE VIPreview. The lucky Fashionistas were treated to champagne, hors d'oeuvres, and gift cards. At the end of the evening everyone was given a gift bag full of special treats. Bloggers included Crazy Blonde Life, Carolina Style Magazine, Lily Winston, Champagne and Suburbs, How 2 Wear It, Keys to Style, Louella Rees, O. Henry Magazine and many more.

Tanger Outlets Myrtle Beach 17, SC hosted their TangerSTYLE Closet event in March, where shoppers took a sneak peek at the season's

latest fashions. Light refreshments and music added to the excitement. Shoppers who "liked" MB17 on Facebook received a TangerSTYLE 25% coupon sheet.

VIP LOUNGES

In 2016, Tanger began testing VIP Lounges for TangerClub members, which include free snacks, comfortable seating, mobile device charging stations, Wi-Fi and other amenities. Additionally, TangerClub members are invited to special events in the VIP Lounges, such as Mommy and Me play dates, or Wine and Cheese parties.



TANGERCLUB & TANGER TAKES YOU

This loyalty program is for frequent shoppers who enroll by purchasing a \$10 TangerClub card. TangerClub rewards these loyal shoppers with special and seasonal discounts, reward levels based on purchasing patterns, 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, replacing the need to physically visit the Shopper Services office.

In 2017, Tanger Outlets Pittsburgh, PA GM Nicole Baculik and AGM Tina Cario surprised customer Tina Passieu as the November winner of "Tanger Takes You." This program offers TangerClub members the chance to be selected for a once in a lifetime travel experience. Every month during 2017, a lucky member was chosen for experiences that included the Daytona 500, AMC Awards, Kentucky Derby, Carrie Underwood concert or a trip to Hawaii. The November destination was an Ultimate Red Carpet Experience for two at the American Music Awards in Los Angeles. Mrs. Passieu "wasn't even planning to shop today," but she visited the center to take advantage of her TangerSTYLE Holiday coupons and check out the new Kirkland store that recently opened at the center. Tina and Nicole presented her with balloons, and a framed Tanger Takes You certificate. Mrs. Passieu has been a TangerClub member since 2010 and has been visiting the center since its opening. She and her husband had discussed taking a trip as a break from the challenges of raising 14-year-old twins, and thanks to Tanger, they had the opportunity to do so!



PEOPLE
Our Customers

There is no better time to join
TangerCLUB!

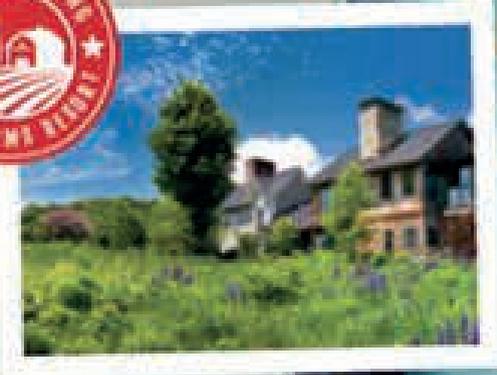
Each month this year, Tanger will randomly select & reward one lucky TangerCLUB member and a friend with an once-in-a-lifetime experience!



**JULY'S Trip Itinerary
TWIN FARMS RESORT**

- All-inclusive three-night stay for two in a Farmhouse Suite (meals, beverages and activities included).
- Made-to-order breakfasts, customized lunches, champagne picnics and nightly farm-to-table dinner with fine wine.
- Activities include: private trail hikes, canoeing, cycling, swimming, spa facilities & much more!

Visit TangerOutlets.com for more information.





PEOPLE

Our Employee Team Members



PEOPLE
Our Employee
Team Members

We could not accomplish any of what you have read about in this report without our amazing employee team members. The more than 640 full and part-time employees 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 enterprise forward.

With approximately 55% 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 22% of these team members have been with the Company for five years or longer, with more than 25% of all part-time employees hired within the past five years at our newly-developed properties. Turnover in the part-time ranks is well below the industry average of 30%.

All of these employee team members bring their talent and dedication to work every day, and together they create a culture that makes Tanger a great place to work. Their successes support us in our mission of delivering the Best Brands, the Best Prices and the Best Experience, and help us to achieve our vision to be First Choice with shoppers, retailers, employees, investors and nonprofit partners. Our employee team members are the front line in creating these long-term, lasting relationships, and collectively they form the entrepreneurial spirit that has been a Tanger hallmark since our founding more than 36 years ago.

EMPLOYEE TEAM MEMBER GOALS

Tanger focuses on the following areas to ensure we hire, develop, reward and retain the best team possible. Collectively, achievement of these goals will help to ensure we have a team that is the front line in delivering on our mission. To guide our efforts, we have established goals to help engage the best employees, who not only fit into, but enhance our creative and entrepreneurial culture.

Goals established to support our Employee Team Members include:

ESTABLISH TANGER AS “FIRST CHOICE” EMPLOYER BRAND IN GEOGRAPHIES WHERE WE DO BUSINESS

Develop content strategy, elevate Tanger’s First Choice employer brand, and solidify and create a broader brand awareness



Deliver an enhanced candidate experience; e.g., continue to build upon current processes; measure and report key recruitment and staffing numbers; decrease length to hire; improve quality of hire; and explore more areas for obtaining diverse talent



DEVELOP AND EXECUTE TANGER’S PERFORMANCE MANAGEMENT PROCESSES TO MAXIMIZE PERFORMANCE AND PROVIDE DIRECTION FOR CONTINUOUS EMPLOYEE DEVELOPMENT

Provide management with the tools to ensure employees are trained, supported, and equipped to fulfill Tanger’s strategic vision



Pursue diverse approaches to deliver benefits and develop an enhanced culture that increases employee appreciation and satisfaction, recognizing that a balanced blend of monetary and non-monetary rewards can generate valuable business results



MEASUREMENT OF THESE GOALS ALIGNS WITH SEVERAL GRI DISCLOSURE INDICATORS

Transparent reporting of human resource statistics including diversity of governance bodies and employees





With average tenure of 7.5 years, 40% of our employees have been with us for more than five years, and nearly 20% have been with us for ten years or more. Corporate turnover is less than 10% per year, and Field turnover is approximately 25% annually, well below the industry average of 30%. This continuity leads to consistency in interaction with stakeholders, and bodes well for our long-term success.



PEOPLE
Our Employee
Team Members

We accomplish these goals by focusing on the following areas:



Talent Acquisition

Establish Tanger as "First Choice" Employer Brand. Deliver an enhanced candidate experience that continually improves quality of hire, attracts and retains diverse talent and decreases length-to-hire.



Talent Management & Employee Development

Develop and execute Tanger performance management processes to maximize performance and provide direction for continuous employee development. Provide management tools to ensure employees are trained, supported, and equipped to fulfill Tanger's strategic vision. Include a robust succession planning process that manages executive transitions, evaluates and measures employee flight risk, and designs development plans to challenge and promote talent.



Creating A Diverse, Entrepreneurial Culture

Pursue diverse approaches to deliver benefits and develop an enhanced culture that increases employee appreciation and satisfaction. Create an inclusive, entrepreneurial culture that emphasizes personal initiative, values diversity and continuous learning, and encourages an open exchange of ideas that generates innovation across the business.



Total Rewards

Provide a competitive compensation and benefits program. Continue to deliver tangible and meaningful ways to incentivize and reward employees at all levels of the organization, recognizing that a balanced blend of monetary and non-monetary rewards can generate valuable business results. Develop strategies to enhance an environment where high performance and expression of Tanger core competencies are rewarded and publicly recognized.

“

We care about our employees and strive to ensure they feel valued, respected and appreciated. Our commitment to being a First Choice Company for our employees is demonstrated through a rich platform of employee benefits, recognition, communication and wellness strategies. The resulting highly engaged and dedicated workforce is key to Tanger's overall success.

”

MARY ANNE WILLIAMS,
SPHR, SHRM-SCP
Vice President, Human Resources



PEOPLE
Our Employee
Team Members



Talent Acquisition: Tanger as a “First Choice” Employer Brand

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 enterprise, offer fair and equitable compensation, and warmly welcome and integrate new team members into the business. A need to be more strategic and forward-thinking in hiring and engaging talent was identified. In 2017, we pursued several successful strategies to strengthen our reputation as a “First Choice” employer brand.

Strengthening Employer Brand

A U.S. study by Indeed revealed that 83% of candidates say company reviews impact where they apply, and 74% of Glassdoor users are more likely to apply for a job if the employer actively manages its employer brand. According to a Lou Adler/LinkedIn survey of 2,250 corporate recruiters in the U.S., **“A strong talent brand can translate into 50% savings in cost-per-hire and 28% lower turnover rate.”**

After researching the issue, Tanger pursued three channels to showcase the Tanger Outlets brand: LinkedIn, Glassdoor, and Indeed. We updated our brand name, visual appeal and communication strategy on each. Tanger’s HR team worked

collaboratively across departments with marketing and communication team members and reached out to team members who now serve as Brand Ambassadors who are an extension of the Tanger brand and advocate on behalf of the enterprise. Tanger’s Glassdoor page views jumped from 581 views to 4680 in 2017, just three months after implementation.

Tanger efforts were recognized by Capital Associated Industries (CAI) an employer association helping over 1,200 North Carolina companies enhance their HR functions, compliance and people management practices. For a third year, Tanger received the Ovation Award for HR Excellence, which recognizes and honors exceptional workplace programs that positively impact business results. The 2017 award recognized the initiative to strengthen our employment brand to attract better quality talent.

On-boarding Emails and New Hire Surveys

In 2017, Tanger worked with a third-party to conduct 90-day new hire surveys. These surveys provided valuable information about what was most helpful to new hires, as well as revealed what would make their start-up easier as they came on board. Questions relate to the hiring process, development, performance expectations and new hire orientation. Human Resources staff now meet regularly with Regional AVPs regarding how to best address feedback, and reviews on enterprise-wide reports to determine how best to change processes and better meet the needs of new employees.



PEOPLE
Our Employee
Team Members

The Tanger STARS Program recognizes CSRs who go above and beyond in their daily work, and who exceed the five STARS qualities in communications, teamwork, attitude, Email capture and TangerClub sales. The program was created in response to feedback from this New Hire Survey, as well as from a deep dive into ways to increase retention of part-time CSR staff. STARS recognition is awarded quarterly and annually.

Another area consistently deemed valuable by new hires are the initial on-boarding emails from Tanger managers and Human Resources. These are sent directly to new employees to create a connection with Tanger early in the new-hire experience.

During the Fort Worth Grand Opening, emails were sent to all newly hired CSRs to provide them with information about Tanger, the management team and the center, so they could hit the ground running as the center opened.

Internships and College Recruiting

Tanger Outlets actively recruits 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 college internship programs. In 2017, Tanger engaged eight college students in our annual Internship program. These

interns are typically employed in Greensboro at our corporate office throughout the summer, during which time the students are exposed to each department within the enterprise including a visit to a field location, to gain a big picture view of the Tanger business.

The culmination of the internship program requires students to present their ideas and share their experiences with the executive management team. Not only do these interns demonstrate their initiative, ability to work as a team, and project management skills, they frequently provide great insight into enterprise operations.





PEOPLE
Our Employee
Team Members



Talent Management & Employee Development

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 enterprise to **“Make it Happen, Do it Now and Have Fun!”** We celebrate our history as an enterprise 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.

Career Development Tools

Tanger Outlets has a robust succession planning process and, along with data gathered directly from team members, has created development planning and career path counseling tools and processes to support employee team members and their managers. Tanger employees take responsibility for their career growth and are enabled by Tanger's *UltiPro* software tool where they can search for positions of interest, including opportunities and job descriptions, and can apply online after discussion with their manager.

Tanger Outlets works hard to create the type of culture and experience that attracts and retains top talent, and therefore has lower turnover rates than others in the industry. Employees who do choose to leave complete an *Employee Exit Survey*, covering items including personal factors, compensation, working conditions, manager factors and organizational factors. The survey is managed

by an outside third-party provider, and encourages candid, constructive feedback so that improvements can be made.

Next Generation Leaders – It's Your Move!

When considering possible career moves, Tanger team members use the tools available and understand that in addition to mentoring and management support, their future really is up to them. The video “It's Your Move” offers a glimpse into the career tracks of a few of the Tanger team members who understand the process and have moved to increasingly responsible positions within the enterprise – although sometimes lateral moves broaden perspective and build skills that ultimately facilitate promotion.



<https://vimeo.com/206090705/bf36178f2>

Tanger Outlets very much appreciates the insights of employees, the continuous learning that helps to evolve the business. In 2017, a cross-functional group of six millennials from the corporate office, dubbed TangerNEXT, came together to consider future business changes – how customers shop, how to best market to them, and how shopping is evolving. Their ideas and approaches led to insightful changes in both career development as well as in strategic and operational plans for the future.



PEOPLE
Our Employee
Team Members



Laura Simmons is a next generation leader who joined the Tanger team in 2008 as an Associate AGM in Locust Grove, GA. In 2009, she moved into the AGM, Locust Grove role and in 2012, moved to Hilton Head to become the AGM. In 2014, Laura was promoted to General Manager for the new Savannah, GA center. She won an Outstanding Performance award in 2014 for putting together a superior fundraising event which garnered \$16,000 for a local charity. Laura also received the Digital/Social Media award in 2016. With her strong leadership skills and “can do” attitude she

takes the initiative to bring fresh ideas to Tanger. In recognition of all her efforts, Laura was promoted to her current position of Marketing Manager — Digital Programs at the corporate office in Greensboro, NC in 2017.

Isida Konda, AGM, and **Juan Carlos Linares**, GM in National Harbor are examples of promotion from within and cross-training between the field and corporate. Both started in the field, Isida as an intern in Myrtle Beach, SC and Juan Carlos as General Manager in San Marcos, TX. Both moved

to corporate, Isida in 2014 as an Operations Analyst and Juan Carlos as Director of Marketing in 2013. Juan Carlos returned to the field in 2014 and Isida in 2016, both with a broadened perspective and elevated responsibilities. Juan Carlos is a passionate leader and an innovative thinker who won a Special Achievement award for his visionary marketing plan and Tanger’s relationship with Texas State University. Isida has a strong attention to detail and received an Outstanding Performance award when she saved the enterprise more than \$30,000, as she discovered vendor billing errors.



PEOPLE
Our Employee
Team Members

Leadership Development and Tanger University

Job training and leadership development is a major priority at Tanger Outlets, with numerous training modules available online, 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 (Tanger U), an intensive one-week training program at corporate headquarters in Greensboro, NC. A separate Tanger U is conducted for new corporate employees. Not only do participants get to know and learn from each other, they also get to know Tanger's senior leadership team as they take a deep dive into each functional area. Faculty are senior leaders from across the enterprise in the various business disciplines including operations, finance and accounting, marketing, human resources and other relevant functional areas. The group of new leaders attends sessions provided by each corporate department, and each session contains an overview of the department's strategic plan, thus providing students with a glimpse of how their individual roles contribute to Tanger's overall success.

Tanger U field graduates wrap up the week of learning by participating in a graduation ceremony, which in 2017 also included recent corporate Tanger U graduates and a catered luncheon. Participants depart Greensboro with new friendships, lifetime memories and a wealth of valuable information to take back to their centers.



Encouraging a Collaborative and Entrepreneurial Culture

Tanger Outlets has always had a fast-paced, entrepreneurial culture that values teamwork and strives to stay ahead of the competition. With emphasis on collaboration across the team and promoting from within, Tanger has experienced high team member retention rates. The entrepreneurial spirit is embodied in the Tanger culture, with the **"Make it Happen, Do it Now, Have Fun"** mantra that resonates across the enterprise and all its centers.

A legacy of inspiring collaboration and entrepreneurial actions helps Tanger Outlets stay ahead of trends in the retail industry. Collaboration across outlets and regions, along with corporate and industry associations provide opportunities to share best practices. Co-development of programs like Stanley's Samaritans and targeted international

marketing programs shared earlier in this report are great examples of collaboration. Employee team members across the enterprise reach out to share their good ideas, and a detailed monthly internal newsletter produced by Human Resources highlights significant accomplishments and facilitates this cross-enterprise learning.

Another forum for encouraging innovation and entrepreneurial thinking is the Tanger IDEAS Program, where all employees are encouraged to send ideas that are reviewed and evaluated by an internal committee, with a response sent to every submission.

The Team aspect of Tanger cannot be overlooked in understanding Tanger Outlets high retention rates. Tanger Outlets encourages a sense of team spirit and employee engagement. Christa Moy is a senior manager in training and instructional design at Tanger. She has been with the organization for 13 years. She thoroughly loves her job and being a part of Tanger Outlets. While training adults can be challenging — sometimes more difficult than training young children — she loves training her colleagues on software, hardware, policies and procedures.



She knows that learning these IT skills will make their days a little less hectic. ***"The sense of need from my peers lifts me up," Christa says. "Knowing that I give all I can to help them better themselves feels good and it shows — it puts a smile on my face. After a class when someone comes up to me to tell me that I made their day by showing them a simple trick or tip on a program they'd used for many years, it is at that point I know I am doing the right job at the right company, and doing it in a way that is helpful."***



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. With our competitive compensation and benefits program as well as other forms of recognition, Tanger continues to deliver tangible and meaningful ways to motivate and reward employees at all levels of the organization, recognizing that a balanced blend of monetary and non-monetary rewards can generate valuable business results. Thus, Tanger develops strategies to enhance an environment where high performance and expression of Tanger core competencies are rewarded and publicly recognized.

Here are a few of the key components of our compensation and benefits program:

- Fair and equitable compensation, and health benefits for full time employees
- Enterprise-wide 401(k) Savings Plan, including a generous company match for both full and part-time employees
- Paid time off for all full time employees and for part-time employees with five years or more of service

- Bereavement leave with paid time off after the loss of a loved one, for all employees including part-time employees, with increased time off added in 2017
- A Total Rewards Benefit Statement sent to all employees quarterly to demonstrate the investment Tanger makes in personalized benefits and compensation
- 40 hours paid time off each year for full time employees to participate in volunteering and community engagement activities
- Rewards and recognition, including monetary and peer recognition, and health and wellness and financial bootcamps — examples outlined below

Annual recognition is awarded to those who demonstrate Outstanding Performance and Special Achievement. These awards include recognition by CEO Steve Tanger as well as a certificate and financial reward. The Special Achievement award recognizes employees who create or implement a special project or ongoing process which results in significant cost savings, increased traffic/sales, improvement through efficiency, or someone who found a solution to a unique challenge through creative thinking and innovation. The Outstanding Performance award recognizes employees who develop additional skills and training needed to exceed the requirements of their role or accept additional job duties and responsibilities that significantly impact their department.

Other rewards are targeted toward driving a healthier workforce through communication to and education for employees and their families. Tanger continues to promote a wellness culture, both individually and as an enterprise. Thus, both the employee as well as the enterprise realize benefits such as improved health, reduced medical costs and sick leave, heightened personal and professional performance, and greater feelings of wellbeing.



PEOPLE
Our Employee
Team Members

“

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.

”

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

ADDENDUM

Tanger Outlets – Corporate Responsibility Additional Environmental, Social, and Governance (ESG) Information

This document contains additional ESG information that may be helpful in better understanding our corporate responsibility programs, processes and policies. At Tanger, our focus on Place, Partnerships and People demonstrates our dedication to delivering long-term value to all our stakeholders including retail partners, shareholders, customers, community partners and employee team members. We are in our second year of formally reporting on corporate responsibility, and Tanger Outlets is committed to continuing to identify, refine, implement and report on ESG priorities, in a thoughtful and transparent manner, over time. We have included the expanded information below for reference.

Equal Employment Opportunity

Tanger's policy is to implement equal opportunity for all employees and applicants for employment without regard to such factors as race, color, religion, age, genetic information, sex, sexual orientation, marital status or status as a Vietnam era or special disabled veteran, national origin, or disability, or any other class protected by applicable

law. All decisions regarding recruiting, hiring, promoting, training, transferring, compensation (including rates of pay), benefits, layoffs, rehires, terminations, and education tuition assistance programs shall be consistent with the principles of Equal Employment Opportunity and all applicable laws. Further details of Tanger's policies with regard to implementation of the principles of Equal Employment Opportunity are contained in the applicable sections of this Report. Where applicable, Tanger will adhere to all federal and state Tribal and Native American Preference Law regarding employment opportunities. Please contact the Human Resources department with any questions in this regard.

Commitment to Diversity

Diversity is at the heart of our business and our mission is to mirror the rich diversity of the marketplace we serve. By building an inclusive workplace environment where unique talents, perspectives, experiences and backgrounds are celebrated, Tanger strives to create a culture of empowerment that fosters innovation, economic growth and new ideas.

The Americans with Disabilities Act (ADA)

Tanger adheres to and complies with the ADA and all other applicable laws regarding hiring practices, accessibility of the offices, work areas, and accommodations for employees and potential employees with disabilities. If an employee or potential employee believes an accommodation is needed in order to perform the essential functions of his/her job, he/she should notify the Human Resources department. Tanger will make reasonable accommodations for qualified individuals with known disabilities in order that they may perform the essential functions of their jobs, unless doing so would result in an undue hardship to Tanger.

Discrimination

Tanger has a zero-tolerance policy with regards to discrimination against other individuals for any reason. Employees with questions or concerns about types of discrimination in the workplace are encouraged to bring these issues to the attention of their supervisor or the Human Resources Department promptly, or to utilize

Tanger's AlertLine described within this Report. Employees can raise concerns and make reports without fear of retaliation. Tanger is committed to providing a workplace free from any type of unlawful discrimination; therefore, anyone found to be participating in unlawful discrimination shall be subject to disciplinary action.

ACCESS TO REPORTS AND RECORDS AND DISCLOSURE OF INVESTIGATION RESULTS

Unless otherwise required by law, all reports and records associated with Accounting Complaints are considered confidential information and access will be restricted to members of the Audit Committee and others directly involved in investigating such an Accounting Complaint, as contemplated by these procedures. Access to reports and records may be granted to other parties at the discretion of the Committee.

Accounting Complaints and any resulting investigations, reports or resulting actions will generally not be disclosed to the public except as required by any legal requirements or regulations or by any corporate policy in place at the time.

Retention of Complaints

All complaints received by the Audit Committee concerning accounting, internal accounting controls or auditing matters, the recommendations of outside counsel or other advisors, the final determination by the Audit Committee and any report submitted by the Committee to Tanger's Board of Directors shall be retained by the Audit Committee for a period of three years following the date of the Committee's final action with respect to the complaint.

The Workplace Environment Safety Program

Tanger is committed to providing a safe and healthy working environment. Employees are expected to help maintain this safe working environment by following every safety precaution outlined by his or her supervisor; learning to use equipment in a safe manner; and avoiding unnecessary risks. Employees are also expected to be familiar with the Tanger Emergency Action Plan which is posted on Tanger's UltiPro site and incorporated herein by reference. All hazardous conditions and unsafe practices should be reported to the employee's supervisor immediately.

Examples of employee expectations are as follows:

1. Report any injury to his/her supervisor immediately. Payment of insurance claims may depend on how quickly an injury was reported.
2. If an on-the-job accident or injury results in hospitalization, contact his/her direct supervisor or Human Resources as soon as possible.
3. Be alert to fire and safety hazards. Report them immediately.
4. Smoking is only permitted in certain specified areas and is never permitted inside the building or office space or common areas.
5. Do not operate any equipment until instructed and trained in its use.
6. Report any malfunctioning safety device to his/her supervisor immediately.
7. Operate hand tools carefully, and use only those in good condition, while using designated safety equipment.
8. Report tripping hazards, faulty equipment, or other unsafe conditions or practices to his/her supervisor.

Global Anti-Corruption Compliance Policy (adopted July 30, 2013)

Statement of Policy

Tanger Factory Outlet Centers, Inc. (together with its subsidiaries, "**Tanger**" or the "**Company**") is committed to conducting business legally and ethically worldwide. It is Tanger's policy to comply with all anti-corruption laws that apply to its operations, including the U.S. Foreign Corrupt Practices Act ("**FCPA**") and other applicable anti-corruption laws. Tanger prohibits bribes, kickbacks, inappropriate gifts and entertainment, and any other illegal payments from being offered or accepted in any way related to the Company's business. This Global Anti-corruption Compliance Policy (the "**Policy**") underscores Tanger's commitment to anti-corruption compliance in all countries in which the Company does business.

Application

This Policy applies to Tanger's operations worldwide, including to Tanger's joint ventures and affiliates ("**Tanger Affiliates**"). It applies to all "**Tanger Personnel**," which includes Tanger employees, officers, and directors. Tanger expects third parties doing business on the Company's behalf – including partners, vendors, suppliers, contractors, subcontractors, consultants, sales representatives, lawyers, and other intermediaries – to comply with applicable anti-corruption laws.

Prohibition Against Improper Payments, Kickbacks, and Bribery

GIVING OR RECEIVING BRIBES

This Policy prohibits Tanger, Tanger Affiliates, and Tanger Personnel from offering, paying, giving, promising, or authorizing bribes, kickbacks, or other illegal or unethical benefits, inducements, or payments of anything of value to any person or entity in any way related to Tanger's business. This Policy also prohibits Tanger Affiliates and Tanger Personnel from extorting, soliciting, requesting, agreeing to accept, or receiving any illegal or unethical benefit, inducement, or payment to influence the Affiliate or Personnel in performance of his or her duties to Tanger or in any way related to Tanger's business.

GIFTS AND HOSPITALITY

Gifts (including merchandise and services) and hospitality (including meals, drinks, travel, and entertainment) must not be offered or given to improperly influence, induce, or reward any act or decision of the recipient. Gifts and hospitality offered or given to Public Officials raise particular concerns, particularly outside the United States, where the FCPA and other anti-corruption laws can be strictly enforced. Gifts and hospitality provided or offered by Tanger Personnel, Tanger Affiliates, or third parties acting on Tanger's behalf must be:

- Lawful under applicable law, including local law;
- Appropriate, both with respect to value and frequency, and not lavish;
- Consistent with reasonable business practice and provided at a time and place that are appropriate; and
- Directly related to the legitimate business purpose, such as promotion, demonstration or explanation of Tanger's business or execution or performance of a contract.

Gifts and hospitality offered or given by Tanger Personnel must comply with Tanger's expense approval requirements and be accurately documented pursuant to Tanger's recordkeeping procedures.

Tanger Personnel should consult with the General Counsel concerning any questions about gifts and hospitality to Public Officials outside the United States.

Oversight and Monitoring/Training

Tanger will conduct periodic reviews of the effectiveness of this Policy in light of the corruption risks faced by the Company, and will provide periodic anti-corruption training to appropriate Tanger Personnel as determined by the Tanger General Counsel.

Reporting Concerns

Tanger Personnel should report all activities that could violate this Policy or any applicable anti-corruption laws to their supervisor, the Tanger General Counsel, or the Tanger AlertLine®. Supervisors, managers, and department leaders should refer potentially improper activities to the Tanger General Counsel.

No director, officer or employee of the Company shall take any form of retaliatory action against any Tanger employee for filing a bona fide complaint under this Policy or for assisting in a complaint investigation. Information provided through these methods will remain confidential, and will be shared with appropriate personnel only if necessary to the investigation.



Tanger[®]
Outlets

SKT
LISTED
NYSE

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