



CHARMING SHOPPES, INC.

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December 19, 2008

To Whom It May Concern,

It is my pleasure to provide this letter of recommendation for Kirk Palmer & Associates. As the Chairman & Interim CEO at Charming Shoppes, Inc., I was confronted with the unique challenge of recruiting new leadership for all three of the company's core brands. Kirk and his associate, Jaimee Marshall, did an extraordinary job of finding strong and experienced merchant leaders for all three brands, in spite of the challenge of recruiting those leaders for a company that was in turnaround and did not yet have its permanent CEO in place.

At various points in the process, Kirk showed great candor and personal integrity with his comments about certain candidates as well as his insights into our own organization's strengths and weaknesses. At a recent board meeting, at which all three brand presidents presented their strategies for their respective businesses, one of the board members commented that it was amazing how different these three individuals were from one another, yet how well they each fit with the brand they were responsible for running.

Kirk also showed a broader commitment to our business by offering "free" advice with respect to candidates we had recruited directly for other important positions and, ultimately, served us well again with the successful recruitment of a Senior Design executive for our Fashion Bug brand.

In short, when the successful turnaround story of Charming Shoppes is written, an important note should be added reflecting the substantial contribution made by Kirk Palmer & Associates.

Very truly yours,

Alan D. Rosskamm
Chairman & Interim CEO