

October 2, 2006

As You Sow Foundation

Attn: Conrad B. MacKerron
Director, Corporate Social Responsibility Program
311 California Street, Suite 510
San Francisco, CA 94104

Dear Mr. MacKerron:

Thank you for your letter. At Wal-Mart, we value the opinions of our shareholders, our associates, our customers and the communities we serve. We believe that such a dialogue with our many constituencies makes Wal-Mart a better company. There are many here at Wal-Mart who are working toward that goal and we appreciate your concerns in this regard as well.

I want to make clear that Wal-Mart's policy is to conduct all of our relations with associates and others in a manner consistent with all federal and state laws, rules and regulations and all international agreements to which the U.S. is party. In addition, the open dialogue that our associates enjoy with their managers is an important part of our culture that can positively impact the working environment. We are proud of the "Open Door Policy," which encourages any associate, at any time, to discuss with their supervisors any problems or issues they may have at work, at home, or in their daily lives. This includes the ability of an associate to approach any supervisor should he or she believe that his or her rights are being compromised.

We are confident that our Open Door Policy, combined with the company's competitive wage and benefits package, is why our associates have consistently chosen not to be represented by a union. Many of our customers are union members and some of our part-time associates are union members in their other jobs.

At the same time, we believe strongly in taking care of our people and doing what is right for the communities we serve. We do not believe that third-party representation would necessarily improve our relationship with our associates nor do we think that the proof of our concern for the well-being of our associates should be determined by whether we engage with one group or another. It is our responsibility to develop and implement policies that enable us to protect and promote the interests of our associates and enable us to serve our customers well.

We will continue to foster an environment of open communication and will always encourage our associates to express their ideas, comments and concerns. There are two tools that help us in this regard. The first tool is an annual opinion survey of associates which enables them to provide feedback to management; the second is regular grass roots meetings where a department team meets together to surface issues that can affect the

work environment. We continue to use this feedback to make Wal-Mart a better place to work.

We do feel compelled to observe that some of the statistics cited in your letter to support your propositions are either inaccurate or misleading. For instance, we think it important to note that not one of the of the 41 unfair labor practice charges filed against the Company alleging unlawful termination to which you refer has resulted to date in a final determination by the NLRB that Wal-Mart unlawfully fired anyone. Ironically, it was the former NLRB General Counsel Leonard Page himself, whom you quote, who approved the dismissal of the unfair labor practice charge regarding the cessation of meat cutting in Jacksonville, Texas.

This is a large company with many talents and needs. We are working to ensure that our managers are developed in a manner that enables them to promote the talents and meet the needs of a very diverse associate base. While we may not always get it right, we are confident that our policies and practices are aimed at wholly consistent fair labor practices.

Let me express the sincere regret of all of us at Wal-Mart that your original letter to Mr. Scott was lost and that a response was so delayed. You addressed important issues, which received thoughtful review from many here in the company. Thank you for your letter and for your interest in Wal-Mart Stores, Inc.

Sincerely,

Harriet Hentges
Senior Director, Stakeholder Engagement

cc: Lee Scott