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January 11, 2005

*William Mullen*  
President  
New Jersey State Building and Construction Trades Council  
Garden State Executive Plaza  
77 Brant Avenue  
Clark, NJ 07066

Dear Bill:

As we discussed recently, Wal-Mart Stores, Inc. expects to expand retail operations in New Jersey. We have internally approved dozens of units for the near future within the state. We are proud that these projects will present many new employment opportunities for the residents of the areas in which they will be located, including as many as 10 to 12 thousand construction-related jobs statewide at a payroll of some \$350 million. Many additional state jobs will be created due to the required road improvements. Many other jobs will also be created that relate to the merchandise and materials supplied for each one of these projects.

On recent construction projects in Secaucus, Rockaway, and Saddlebrook, the general contractors retained by Wal-Mart have utilized almost exclusively subcontractors who are signatories to agreements that have been approved by the New Jersey Building and Construction Trades Council. Future projects in Freehold, Bridgeton, Kearny, and Bloomfield will as well. We have been quite pleased with the general progress of those projects, and are especially pleased that they have been performed in an atmosphere of labor peace and stability.

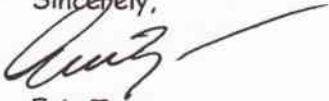
Under the circumstances, and to help ensure continuing labor peace and harmony, we are willing to commit to you that we will continue to provide additional employment opportunities to members of your constituent local unions on the new projects that we contemplate. More specifically, we are willing to commit that Wal-Mart will require for five years from the date of this letter that general contractors on new Wal-Mart projects in New Jersey are to utilize only subcontractors who are signatories to agreements that have been approved by the New Jersey Building and Construction Trades Council and/or its constituent local unions. We would expect to modify this commitment only in the event that a legislative change occurs that

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would prevent Wal-Mart from operating or constructing its standard prototype and thus substantially impacting our growth. I would certainly notify you in that event of our concerns.

We believe that this commitment will allow your membership, Wal-Mart, and the millions of customers we hope to serve to benefit from our continued growth in your state.

Sincerely,



Eric Zorn

cc: Albert Kroll  
Frank Spencer  
Ed Gant