

December 27, 2000

Karl M. Banks, Vice-President
Madison County Board of Supervisors
P.O. Box 1125
Ridgeland, MS 39158

Dear Supervisor Banks:

Thank you for all of your hard work and cooperation in making the dream of bringing Nissan to Mississippi a reality. Earlier this year, I told members of the legislature that by working together we could begin to capitalize on the momentum that had carried us this far and the optimism of our people to take Mississippi beyond what seemed possible only a few years ago. Now, the future looks brighter than ever.

Mississippi has a strong economy. We have energetic entrepreneurs and a work force that is getting better and better. We have the resources, the potential and, most importantly, a plan for success. By making dramatic changes to our economic strategy, we have made Mississippi competitive with other states. We are doing the work and Mississippi is on her way to becoming America's success story.

I look forward to working with you in the coming year as plans progress for the Nissan plant. The entrepreneurial spirit in Mississippi is strong. We are proud, we are determined and we will succeed.

Again, thank you for everything you have done to help move this project forward. If there is anything I can do to be of assistance to you, please do not hesitate to contact me.

Very truly yours,

RONNIE MUSGROVE

RM/ahh