

**Remarks for Nissan Opening, 5/27/03**  
**FINAL**

When Carlos Ghosn and I first met, he shared his vision for Nissan – and I shared my vision for Mississippi. Our visions were similar, and focused on a future built on our common promise and potential. Today, those visions have become realities.

With the opening of this plant, we have achieved another milestone in our partnership together.

This facility, the people working in it, and the products they are building are a result of a commitment to excellence. It's a commitment Nissan has proven over the years. It's one Mississippi is proving as well.

We are focused on excellence in our schools, on excellence in job creation, and on excellence in our future.

With that common focus, there's no limit to our future together. This state-of-the-art automotive plant is a testament to that. And, this is only the beginning.

Mississippi is on the road to success. We have set a new standard for others to follow. With the Advantage Mississippi Initiative, with our undying commitment to education, with our dedication to our people, we are reaching new heights.

The rest of the world has noticed what's happening here. The rest of the world is aware of what we can do. The world will be watching as we continue our partnership and the pursuit of excellence together.

And so today, as we celebrate our accomplishments, we are also focused on new challenges and new opportunities.

To Carlos Ghosn and the entire Nissan team, welcome to Mississippi. We are proud to be your partner.