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December 22, 2008

To: All Genmar Dealers  
From: Irwin L. Jacobs

Dear Friends:

Today, Textron announced that they are exiting the floor plan financing business. Frankly, although I would have much preferred that Textron would have continued to stay in the floor plan financing business, it doesn't come as a complete surprise or shock to me. No doubt there are many Genmar dealers as well as even more non-Genmar dealers who are presently doing much, if not most, of their floor plan financing through Textron. I know for a fact that Textron did everything they could to stay in the floor plan finance business; however, with the recent tumultuous credit markets along with the difficult commercial paper markets, (that I'm sure Textron has been using to finance their floor plan business) I'm sure Textron's cost of money versus what they've been charging for floor plan financing has become a negative interest spread for them.

Further, it is no secret that Textron and GE have been experiencing substantial losses through repossessions from many of the retail boat and other recreational vehicles' dealers. Unfortunately, my predictions, particularly over the past 60 days, that the recreational boating industry, both the manufacturers and dealers, better wake up to the fact that without GE and Textron the recreational boating industry is no doubt going to have an even more difficult business environment to operate in 2009 than we've already experienced in 2008.

Fortunately, Textron is doing everything they can to help the dealers and manufacturers to fulfill its financial commitments to them over the next approximately 90 days. After that time Textron also agreed to support dealers in continuing to finance the floor plan outstandings while dealers either sell their boats at retail and/or convert their Textron floor plan financing to another finance company. Genmar is immediately going to attempt to come up with one or more floor plan financing alternatives for our dealers. Obviously, it won't be easy; however, I'm of the strong belief that the time has also

come for dealers to try and look to their local bankers as an additional source for floor plan financing.

I know the present time is the most difficult and challenging business environment our recreational boating industry has ever gone through. However, as I've previously stated for those of us who are able to make it through these difficult times, I believe, stronger now than ever before, that the time will come when we'll be handsomely rewarded. Many other recreational boat manufacturers and their dealers will no doubt not make it through these most difficult, tumultuous times. There's no doubt in my mind that although the short-term recreational boat business environment is going to be difficult, once again, I predict that there will be a very good and profitable future for those who are fortunate enough to make it through the present challenges.

I want to once again make every Genmar dealer aware of how incredibly important it is for them as well as every other non-Genmar boat dealer and manufacturer to do everything they can to fulfill their financial commitments to GE. I know for a fact that GE is also experiencing a very difficult environment in the recreational boat floor plan financing business. There's no doubt in my mind: GE is not going to continue to support those dealers and boat manufacturers who aren't fulfilling their financial commitments to them.

I'm also aware that GE is doing everything it can to support and help those dealers and manufacturers who are having a very difficult time, but only if they continue to act professionally and not attempt to take advantage and/or work against GE's financial interest.

My friends, I can't say it any stronger than I did above and that is to do everything you can to help Textron exit the business by acting professionally and financially responsible and I'm sure Textron will do everything they can to help you through the transition of its exiting the recreational boat floor plan business. It is extremely important for everyone to do everything they possibly can to honor their commitments to Textron, particularly at a time when other people may be looking at Textron's recreational boat floor plan business.

Finally, I want to once again assure all our Genmar dealers that we will do everything possible to support them through these most difficult times. I am having discussions with several companies who have shown some interest in supporting a Genmar retail finance company. As you can imagine, everyone is extremely cautious in these most difficult and challenging times. However, at this time, I can't give you any absolute assurances other than a complete and sincere effort in trying to put together a Genmar retail finance company. I will keep you updated and informed as to our progress. Take care.

Wishing you and your loved ones a happy, healthy and prosperous 2009! I remain,

Your friend,

A handwritten signature in black ink, appearing to read 'Irwin L. Jacobs', with a long, sweeping flourish extending to the right.

Irwin L. Jacobs

ILJ:abh