



January 24, 2019

Dear valued customer,

Gebr. Knauf KG ("Knauf") this week announced the U.S.-based leadership team that will be responsible for the continued success of USG Corporation (NYSE: USG) after Knauf's acquisition of USG is complete. The merger is expected to close in early 2019, subject to pending regulatory approvals and other customary closing conditions.

The new leadership team will be led by Christopher Griffin, currently CEO of Knauf Insulation North America. Mr. Griffin has over 35 years of experience in the building materials industry, including 18 years with USG Corporation where he served in several senior roles, including Chief Operating Officer.

Upon the closing of the merger, Mr. Griffin will remain on the Knauf Insulation Board of Directors. He is committed to providing guidance and support for Knauf Insulation's ongoing strategic plans and continuity during the transition and beyond. Mr. Griffin will also play a key role in identifying his successor.

The new USG leadership team will assume its responsibilities following, and subject to, the closing of the merger. Both companies will continue to operate as separate businesses under their current leadership structures.

Knauf Insulation's remaining leadership team will not change. Our partnerships with our customers and proactive strategies have driven growth for the company over the last several years and we will continue business as usual. Knauf's customer service and sales representatives are available to answer any questions you may have.

Regards,

A handwritten signature in black ink, appearing to read "Matt Parrish".

Matt Parrish
VP – Sales,
Residential and
Light
Commercial

A handwritten signature in black ink, appearing to read "Fabio Staffolani".

Fabio
Staffolani
VP –
Sales, C&I