

***Personal & Confidential***

Employee Name: Xu,Lei
Employee ID: 155019
Manager: Aoyagi,Takeshi
Date: July 26, 2016

We believe in recognizing the talented people who make our company great. As we continue our progress in becoming the largest technology firm in the industry, rewarding your achievements and providing opportunities for you to share in our success is of the utmost importance. As a valued and talented member of EMC, I am delighted to present you with this letter.

Cash Incentive Awards

In light of the anticipated Dell merger, EMC's executive management team has decided to offer you two incentive award opportunities in the total amount of **USD \$7,000** to be comprised of the following

- First, you will be eligible to receive a lump sum cash payment in the amount of **USD \$1,750** payable on or about March 15, 2017, subject to your continued employment at that time.
- Second, subject to your continued active employment and being in good standing, you will be eligible to receive a long-term performance award in March 2017 with a target amount of **USD \$5,250** which will vest ratably over three years based on corporate performance and will be subject to the terms and conditions of the long-term incentive program which will be provided to you at the time of the grant.

I want to offer my personal appreciation for everything you do for our company and for our customers and partners. Our success would not be possible without the work you do every day. You are a valued member of our team, and I thank you for your contributions to our organization!

Sincerely,