



November 23, 2021

To all members of the Board of Directors Activision Blizzard, Inc.
c/o Corporate Secretary
3100 Ocean Park Boulevard
Santa Monica, CA 90405

Dear Activision Blizzard Board Members,

We are writing to request a meeting to discuss your response to the challenges and investment risk exposures that face Activision as outlined in the attached letter from investors organized by the SOC Investment Group dated November 17, 2021.

We share the many concerns articulated in this letter, and we are eager to know the actions that the board will take in response to these concerns as we weigh the letter's call to vote against the re-election of incumbent directors.

To that end, we are interested in a virtual meeting with the board or a board representative on or before December 20, 2021, to discuss this matter.

Please contact Dave Wallack, Executive Director of For the Long Term, at dave.wallack@forthelongterm.org with a time and date that would work for the board or to meet with us.

Thank you for your time and attention to this request.

Signed,

A handwritten signature in black ink, appearing to read "Zach Conine".

Zach Conine
Nevada State Treasurer

A handwritten signature in black ink, appearing to read "Colleen C. Davis".

Colleen C. Davis
Delaware State Treasurer



Michael W. Frerichs
Illinois State Treasurer



Deborah B. Goldberg
Treasurer and Receiver-General of Massachusetts



Fiona Ma
California State Treasurer



Tobias Read
Oregon State Treasurer