

### FOR IMMEDIATE RELEASE

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### ALLIANCE CAPITAL TO SPEAK AT SALOMON SMITH BARNEY GLOBAL ASSET MANAGEMENT CONFERENCE

**New York, NY, November 7, 2001** – Bruce W. Calvert, Chairman and Chief Executive Officer of Alliance Capital Management L.P. (“Alliance Capital”), will present at the 2001 Salomon Smith Barney Asset Management Conference in Boston on Tuesday, November 13, 2001, at 8:35 a.m. Eastern Time.

A live and replay audio webcast of the presentation will be available by visiting <http://ir.alliancecapital.com>. The replay will be available through November 20, 2001.

#### **About Alliance Capital**

Alliance Capital is a leading global investment management firm with approximately \$421 billion in assets under management at September 30, 2001. Alliance Capital provides investment management services for many of the largest U.S. public and private employee benefit plans, foundations, public employee retirement funds, pension funds, endowments, banks, insurance companies and high-net-worth individuals worldwide. Alliance Capital is also one of the largest mutual fund sponsors, with a diverse family of globally distributed mutual fund portfolios. As one of the world’s leading global investment management organizations, Alliance Capital is able to compete for virtually any portfolio assignment in any developed capital market in the world.

Alliance Capital Management Holding L.P. (“Alliance Holding”) (NYSE:AC) owns approximately 30% of the units of limited partnership interest in Alliance Capital. AXA Financial, Inc. owns approximately 2% of the outstanding Alliance Holding Units and approximately 52% of the outstanding Alliance Capital Units, representing an approximate 53% economic interest in Alliance Capital. AXA Financial, Inc. is a wholly owned subsidiary of AXA, one of the largest global financial services organizations.