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## Low Sanders, CEO of Alliance Capital, to Present at Merrill Lynch Investor Conference

November 8, 2004

NEW YORK, Nov 8, 2004 /PRNewswire-FirstCall via COMTEX/ -- Lewis A. Sanders, Chief Executive Officer of Alliance Capital Management L.P. ("Alliance Capital"), will be speaking about the strategic positioning of the firm at the 2004 Merrill Lynch Banking and Financial Services Investor Conference on Monday, November 15, 2004 at 2:40 P.M. (ET).

There will be a live audio webcast of Mr. Sanders's presentation that can be accessed by visiting the Alliance Capital website at [www.alliancecapital.com](http://www.alliancecapital.com), and linking to the Investor Relations section where Mr. Sanders's presentation will be posted. We advise that you go to the website at least 15 minutes prior to the audio webcast to download and install any necessary audio software. An audio replay of the webcast and the presentation will be available on Alliance Capital's Investor Relations website through November 22, 2004.

### About Alliance Capital

Alliance Capital is a leading global investment management firm providing 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. Through its Sanford C. Bernstein & Co., LLC subsidiary, Alliance provides in-depth research, portfolio strategy and trade execution to the institutional investment community.

At September 30, 2004, Alliance Holding owned approximately 31.6% of the issued and outstanding Alliance Capital Units. AXA Financial was the beneficial owner of approximately 57.8% of the issued and outstanding Alliance Capital Units at September 30, 2004 (including those held indirectly through its ownership of approximately 1.8% of the issued and outstanding Alliance Holding Units), which, including the general partnership interests in Alliance Capital and Alliance Holding, represent an approximate 58.3% economic interest in Alliance Capital. AXA Financial, Inc. is a wholly-owned subsidiary of AXA, one of the largest global financial services organizations. Additional information may be found at [www.alliancecapital.com](http://www.alliancecapital.com).

### SOURCE Alliance Capital

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