

SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

FORM 8-K CURRENT REPORT

Pursuant to Section 13 or 15(d)
of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported)

June 26, 2001

ALLIANCE CAPITAL MANAGEMENT L.P.

(Exact name of registrant as specified in its charter)

Delaware

(State or other jurisdiction of
incorporation or organization)

000-29961

(Commission File Number)

13-4064930

(I.R.S. Employer Identification Number)

1345 Avenue of the Americas, New York, New York

(Address of principal executive offices)

10105

(Zip Code)

Registrant's telephone number, including area code

212-969-1000

Item 1. Changes in Control of Registrant.

Not applicable.

Item 2. Acquisition or Disposition of Assets.

Not applicable.

Item 3. Bankruptcy or Receivership.

Not applicable.

Item 4. Changes in Registrant's Certifying Accountant.

Not applicable.

Item 5. Other Events and Regulation FD Disclosure.

Not applicable.

Item 6. Resignations of Registrant's Directors.

Not applicable.

Item 7. Financial Statements and Exhibits.

- (a) Financial Statements of Businesses Acquired

None.

- (b) Pro Forma Financial Information

None.

- (c) Exhibits

Item 8. Change in Fiscal Year.

Not applicable.

Item 9. Regulation FD Disclosure.

Pursuant to Regulation FD, Alliance Capital Management L.P. is furnishing its presentation entitled Expanding Opportunities dated June 26, 2001. Expanding Opportunities is attached hereto as Exhibit 99.8.

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

ALLIANCE CAPITAL MANAGEMENT L.P.

Dated: June 27, 2001

By: Alliance Capital Management
Corporation, General Partner

By: /s/ ROBERT H. JOSEPH, JR.

Robert H. Joseph, Jr.
Senior Vice President and Chief Financial Officer

QuickLinks

[SIGNATURES](#)



ALLIANCE CAPITAL

EXPANDED OPPORTUNITIES

CS First Boston Asset Management Conference

**Gerald M. Lieberman
Executive Vice President**

June 26, 2001

Introduction

Forward-Looking Statements

Certain statements provided by Alliance Capital Management L.P. ("Alliance Capital") and Alliance Capital Management Holding L.P. ("Alliance Holding") in this report are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Such forward-looking statements are subject to risks, uncertainties and other factors which could cause actual results to differ materially from future results expressed or implied by such forward-looking statements. The most significant of such factors include, but are not limited to, the following: the performance of financial markets, the investment performance of Alliance Capital's sponsored investment products and separately managed accounts, general economic conditions, future acquisitions, competitive conditions, and government regulations, including changes in tax rates. Alliance Capital and Alliance Holding caution readers to carefully consider such factors. Further, such forward-looking statements speak only as of the date on which such statements are made; Alliance Capital and Alliance Holding undertake no obligation to update any forward-looking statements to reflect events or circumstances after the date of such statements.



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Overview

Expanded Opportunities

- **Background**
- **Research Breadth**
- **Investment Product Scope**
- **Market Research**
- **Performance — Power of Negative Covariance**
- **Hidden Gem**
- **Investment for Future**
- **Return for Unitholder**



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About Alliance

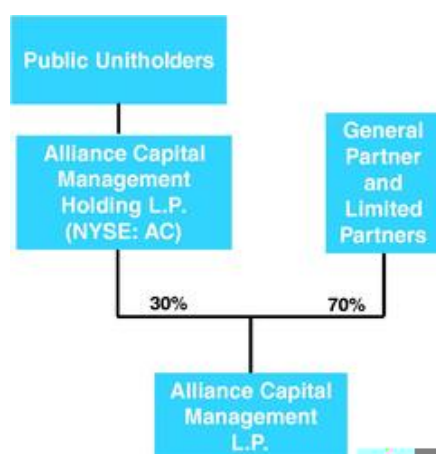
- **Worldwide research and investment capabilities — over 600 professionals**
- **Among the largest research efforts in the industry — over 300 analysts**
- **Product line covers the full spectrum of risk/return choices**
- **Highly regarded marketing and client service teams — worldwide marketing initiatives**
- **Well-positioned in retail, institutional and private client channels**
- **6.7 million mutual fund shareholders**
- **1,900 institutional client relationships**
- **Over 15,000 private client relationships**
- **800 institutional research services relationships**



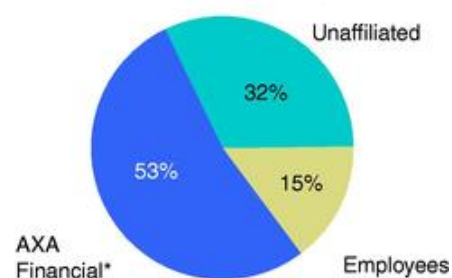
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Ownership Structure — Alliance Capital

Expanded Opportunities



Alliance Capital Beneficial Ownership



If all unexercised options are included, Alliance employee ownership is 20%.

* AXA Financial ownership includes General Partnership interests.
Employee ownership percentage includes restricted unit awards pursuant to 1999 Partners Plan. As of 3/31/01.



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Alliance Capital — Investment Considerations

Expanded Opportunities

Alliance Capital (The Operating Partnership)

- Assets Under Management: \$433 billion
- Value ⁽¹⁾ : \$12.9 billion
- Over 4,000 Employees Worldwide

Alliance Holding (The Publicly Traded Partnership)

•	NYSE	Ticker: AC
•	AC: Market Capitalization (public)	\$3.8 billion
•	Current Price:	\$51.60
•	Trailing Twelve Month Yield	5.9%
•	10 year DPU Growth Rate	21%
•	5 year DPU Growth Rate	26%

(1) Value of operating partnership is based upon price of Alliance Holding units as of 6/22/01 and total outstanding Alliance Capital units as of 3/31/01. Current price, market capitalization, and yield as of 6/22/01. AUM as of 3/31/01.



Our Mission

Expanded Opportunities

To be the premier

global research and **investment** management organization

providing **superior performance**

across a **broad range** of **investment disciplines**

for a **diverse group** of **clients**



Expanded Opportunities:
Global Platform For Delivering Research and Servicing Excellence



620 Investment Professionals



303 Research Analysts



Includes investment professionals and analysts from joint venture affiliates and non-key investment locations. As of 3/31/01.



Expanded Investment Breadth

The Alliance Bernstein Combination

An Unrivaled Investment Capability

- Combined One of the World's Leading Growth-Oriented Investment Managers — Alliance, With One of the World's Leading Value-Oriented Managers — Bernstein.
- Fundamental Research Is Core For Both the Growth and Value Teams. One Of the Largest Buy-Side Research Organizations in the World.
- Effectively Compete for Virtually Any Portfolio Assignment in Any of the World's Leading Markets.



Expanded Product Scope

Product line covers the full spectrum of risk/return choices



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Expanded Market Reach to Enhance Earnings Growth and Balance

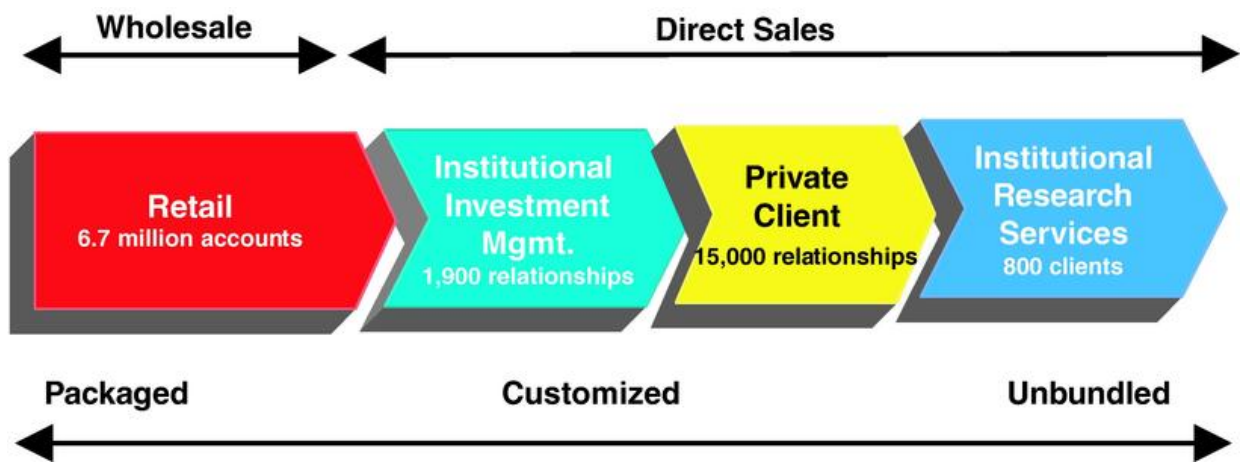
- **New Distribution Opportunities**
 - > Private Client business for high net worth individuals
 - > Direct sale of research product ("Institutional Services")
- **New Cross-Selling Opportunities**
 - > "Value" for Alliance mutual fund clients
 - > "Growth" for Bernstein private clients
 - > "Blend" products

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A Diverse Group of Clients

Expanded Opportunities



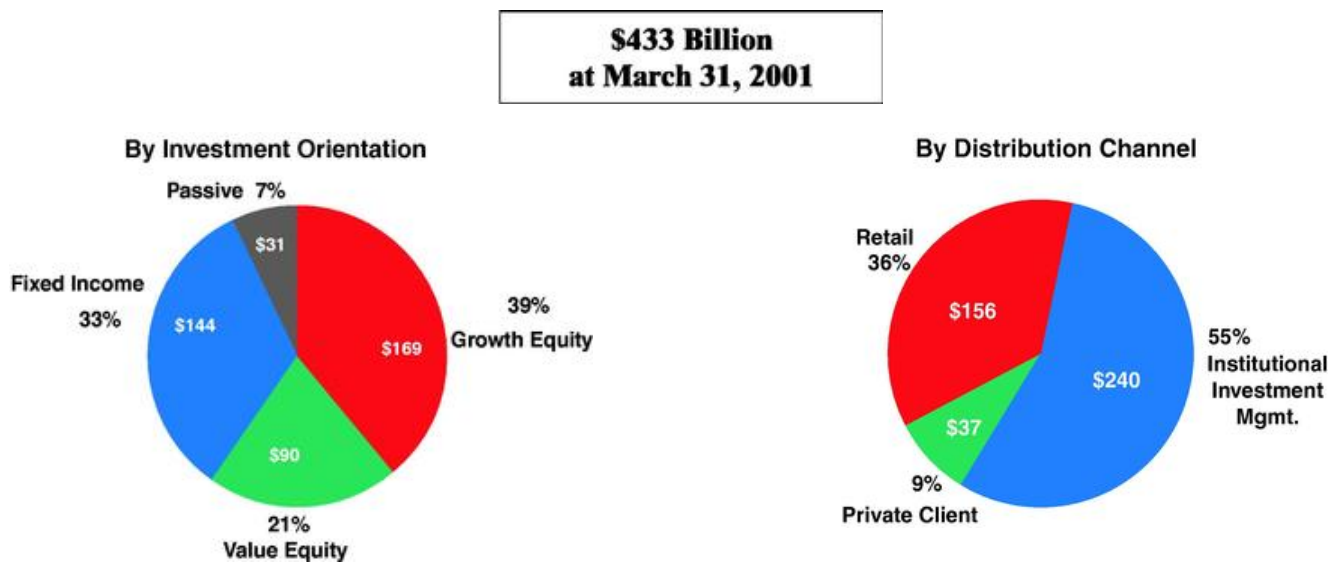
As of 3/31/01.



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Assets Under Management

Expanded Opportunities



Amounts in \$ billions. As of 3/31/01.



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Retail: Mutual Funds

Expanded Opportunities

Business Highlights

- Worldwide distribution capabilities
- Mutual fund distribution agreements in 64 countries
- 136 U.S. based mutual fund portfolios
- 188 international based mutual fund portfolios

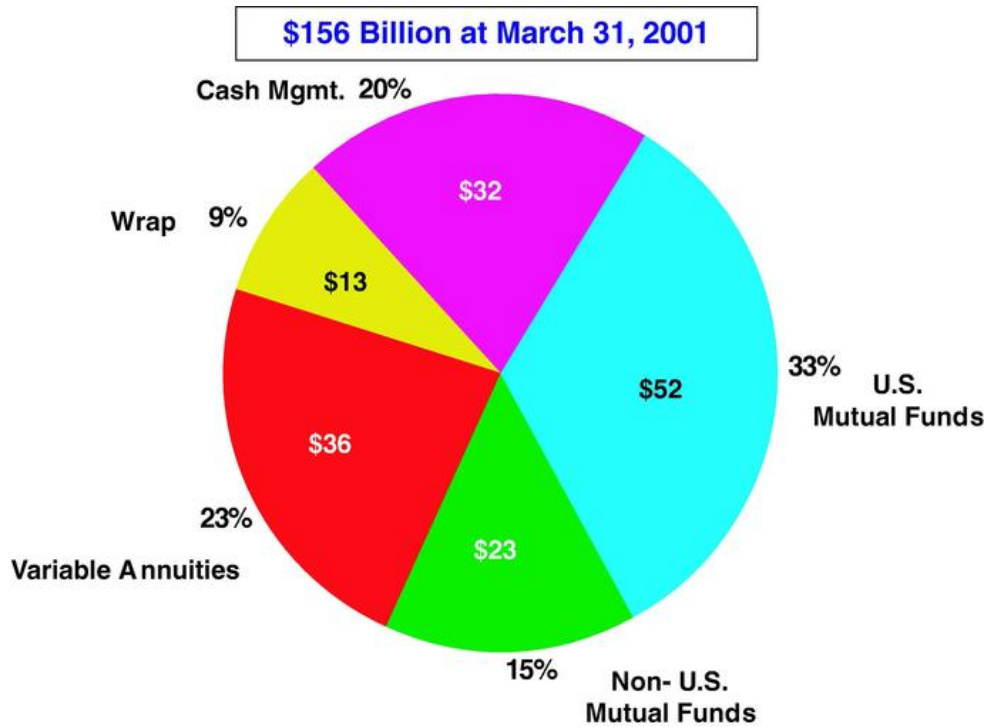
- 5 shareholder servicing locations providing worldwide 24 x 7 service
- 6.7 million shareholder accounts worldwide

As of 3/31/01.



A Diverse Retail Mix

Expanded Opportunities



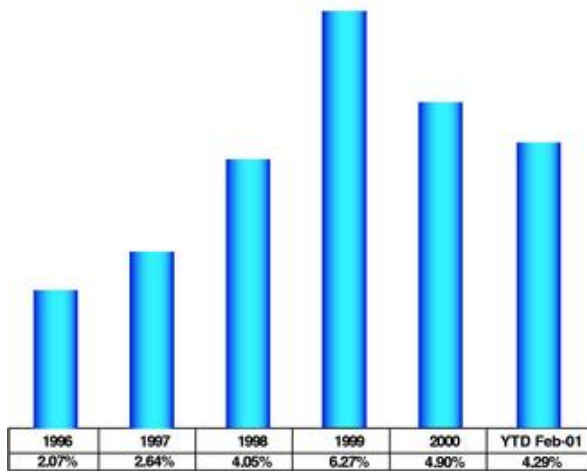
Amounts in \$ billions. As of 3/31/01.



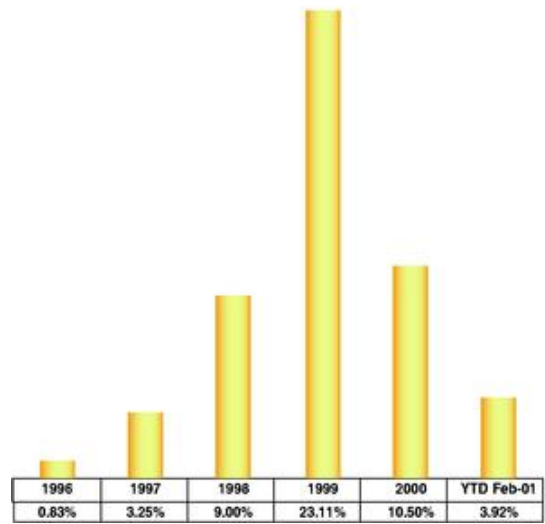
Alliance Non-Proprietary Market Share Trends

Expanded Opportunities

Gross Sales



Net Sales



Source: Alliance Capital and ICI, U.S. Based Funds. As of 3/31/01.



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Institutional Investment Management

Expanded Opportunities

Business Highlights*

- Highly regarded growth and value style manager
- Over 1,900 clients, in 32 countries
- 56 of the Fortune 100
- Public fund clients in 36 states
- Ranked #2 in institutional tax-exempt assets**

*As of 3/31/01.

**Source: Pension & Investments, May 2001.



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Winning diverse array of new account assignments 1st Quarter 2001 Results

Expanded Opportunities

**80 New Accounts
\$5.6 Billion in New AUM
26 Investment Disciplines**

Equity Products

Growth Products

New
Accounts

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Value Products	24
Core Products	5
<u>Fixed Income Products</u>	7
<u>Other Products</u>	15



Private Client

Expanded Opportunities

Business Highlights

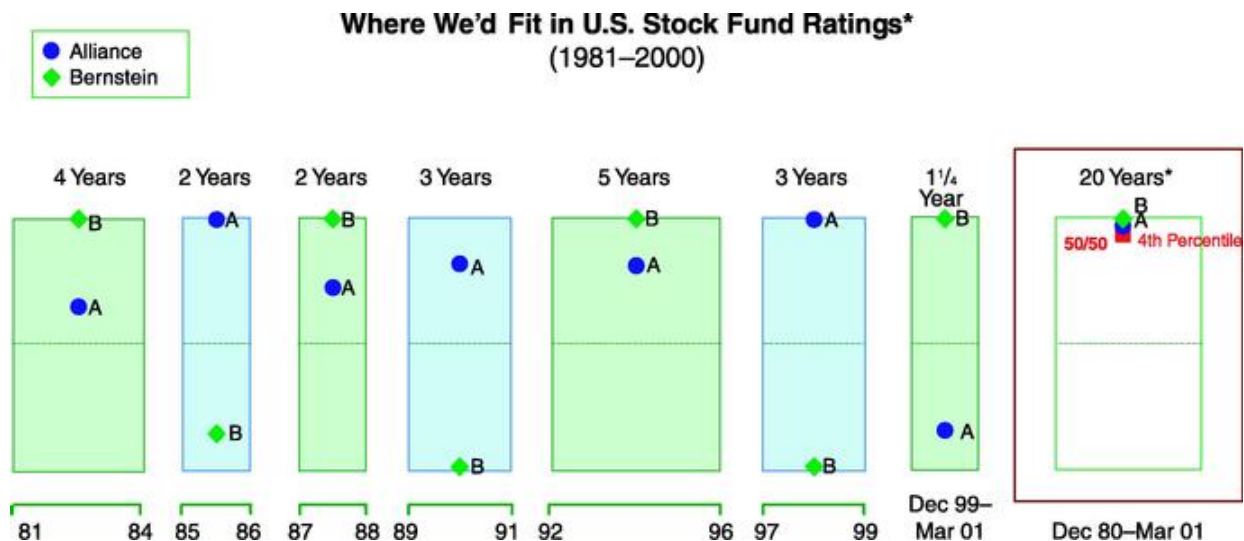
- Over 15,000 client relationships
- Service provided through 150 "financial advisers" deployed in 10 offices nationally
- 15,000 member referral source professional network

As of 3/31/01.



The Power of Negative Covariance

Expanded Opportunities



*Results were simulated from actual returns of Bernstein Strategic Value and Alliance Large Cap Growth composites in a 50/50 percentage mix to create the Bernstein/Alliance 50/50 Simulation (the "Simulation"). The Simulation returns were calculated quarterly by adding the respective percentages of Bernstein's Strategic Value composite returns and Alliance's Large Cap Growth composite return. Where a simulated 50/50 combination of Bernstein's Strategic Value accounts and Alliance's Large Cap Growth accounts, both after fees, would rank among funds. Lipper universe of Large Cap Growth, Value and Core Mutual Funds. Total expenses for mutual funds are generally higher than those for separately managed accounts. The number of funds in each category were as follows: 1981–84: 97; 1985–86: 113; 1987–88: 138; 1989–91: 165; 1992–96: 200; 1997–99: 721; Dec 1999–Mar 2001: 1,488; 1981–Mar 2001: 99. As of 3/31/01. Source: PSN/Lipper, Alliance Capital Management and Bernstein.



Alliance a Decade Ago

Expanded Opportunities

	U.S.	Offshore	Fixed	Growth Equity	Value Equity
Mutual Funds	✓	✓	✓	✓	
Wrap					
Hedge Funds					
Institutional Separate Accounts	✓	✓	✓	✓	
Private Client Account	✓		✓	✓	
Variable Annuities	✓		✓	✓	



Alliance Today

Historic Alliance ✓

Expanded Opportunities ✓

Wide Array of Products For All Climates

	U.S.	Offshore	Fixed	Growth Equity	Value Equity
Mutual Funds	✓	✓	✓	✓	✓
Wrap	✓	✓	✓	✓	✓
Hedge Funds	✓	✓	✓	✓	✓
Institutional Separate Accounts	✓	✓	✓	✓	✓
Private Client Account	✓	✓	✓	✓	✓
Variable Annuities	✓		✓	✓	✓



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Institutional Research

Expanded Opportunities

Business Highlights

- **Un-compromised independent research**
- **Singular focus on institutional investors**
- **No investment banking = no conflict of interest**
--> Rare syndication activity
--> No principal or proprietary trading (agency only basis)
- **Home-grown talent with extensive industry expertise**
- **Profitable, less cyclical business**
- **Builds Brand**



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2001 Initiatives

Expanded Opportunities

Selectively Investing In:

- **International retail marketing**
- **College Boundfund marketing**
- **E-wholesaling**
- **Private Client**
- **International Institutional Research Services**
- **Technology**



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Positioned For Growth

Expanded Opportunities

- **Worldwide research and investment capabilities**
- **Unique strengths in growth and value investing**

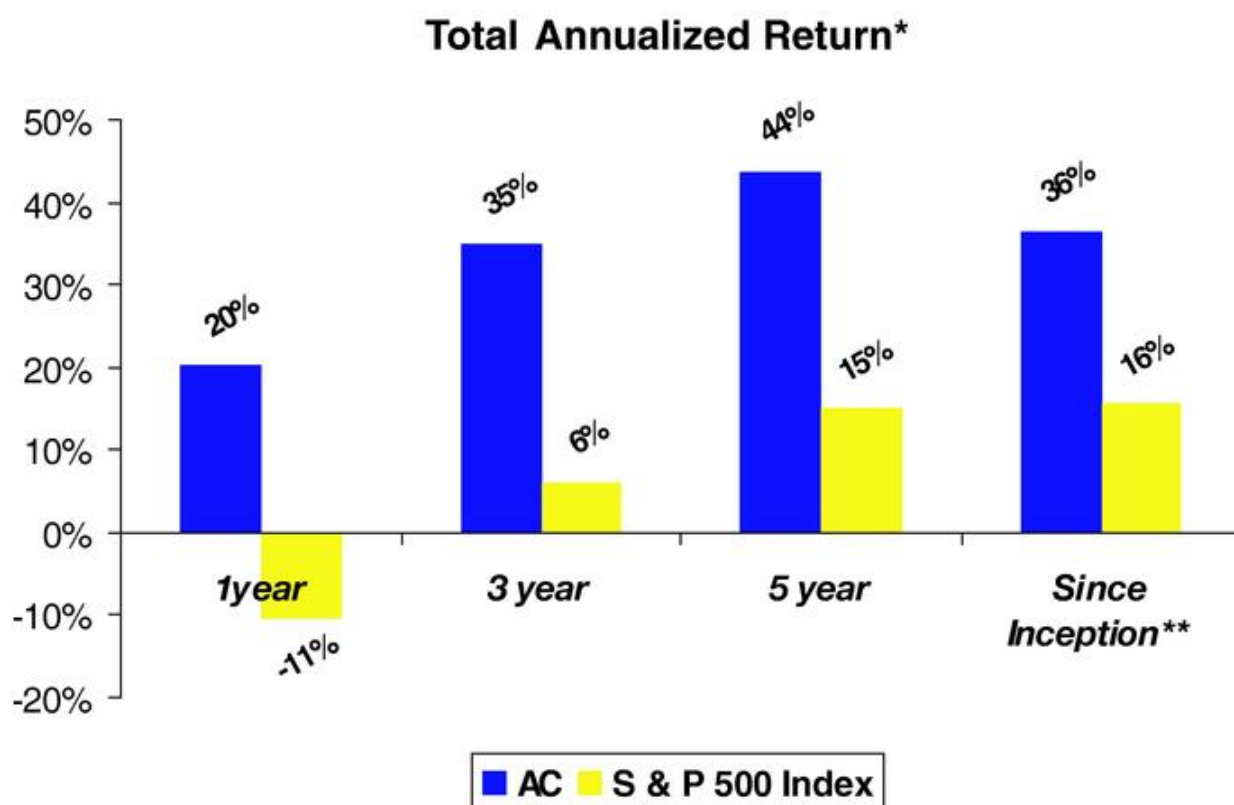
- **Highly regarded marketing and client service teams**
- **Well-positioned in retail, institutional and private client channels**
- **Continued underlying business strength**
- **Cogent strategy**



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With the Goal of Creating Unitholder Value

Expanded Opportunities



*As of 5/31/01. **Since IPO 4/88.



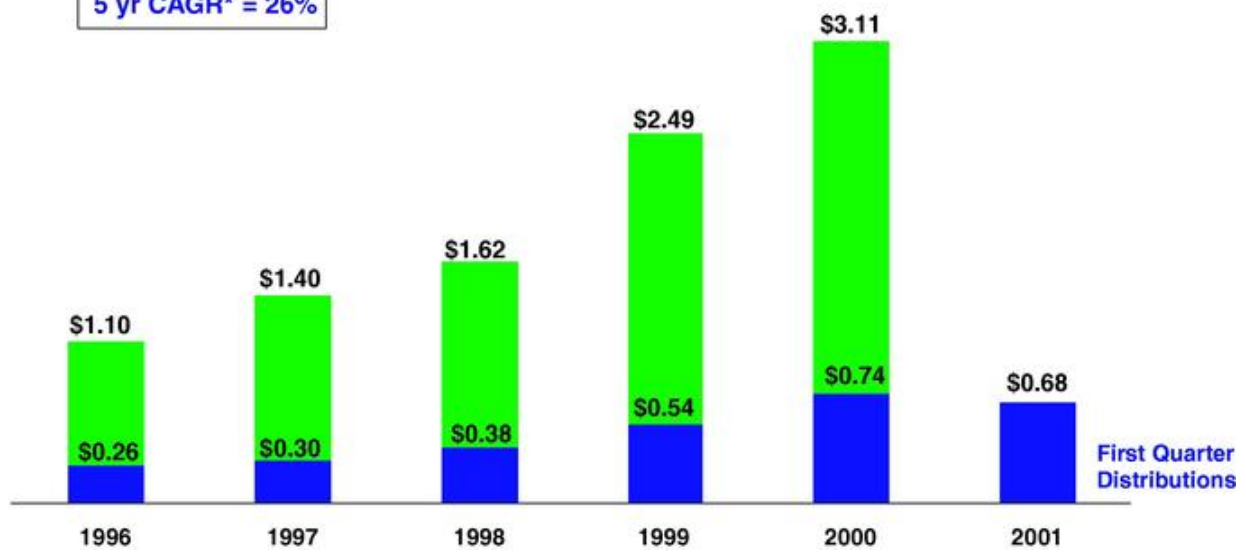
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Contributed by Cash Distributions

Expanded Opportunities

(Publicly Traded Partnership)

5 yr CAGR* = 26%



*Based on LTM distributions for periods ending 1Q01 and 1Q96.
Adjusted for two-for-one Unit split in 1998. As of 3/31/01.



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The Investment Professional's Choice



Alliance Capital
