

**FOR IMMEDIATE RELEASE**

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**ALLIANCE CAPITAL ANNOUNCES FOURTH QUARTER AND 2000 FINANCIAL RESULTS  
AND INTENTION TO PURCHASE UNITS FOR DEFERRED COMPENSATION PLANS**

**New York, NY, February 2, 2001** – Alliance Capital Management Holding L.P. (“Alliance Holding”) (NYSE: “AC”) today declared a \$0.78 per Unit cash distribution, including \$0.03 per Unit attributable to the sale by Alliance Capital Management L.P. (“Alliance Capital”) of its interest in its Polish joint venture companies. The distribution is payable on February 23, 2001 to holders of Alliance Holding Units at the close of business on February 13, 2001. Alliance Holding announced fourth quarter 2000 net operating earnings (net income excluding amortization of intangibles and non-recurring items) of \$0.76 per Unit, which include the financial results of the business of Sanford C. Bernstein Inc. (“Bernstein”) from the date of the October 2, 2000 acquisition.

“Alliance Capital experienced mixed results in the fourth quarter”, said Bruce W. Calvert, Chief Executive Officer. “Among the positives, we outperformed client benchmarks in all of our major investment services and achieved positive net asset inflows. Conversely, as we reported on January 9, 2001, the decline in the stock market, and growth stocks in particular, resulted in lower year-end assets under management compared to October 2, 2000. For the quarter, Bernstein was accretive to Alliance Holding’s net operating earnings by approximately \$0.06 per Unit, demonstrating the benefits of a more balanced product mix, one of the key reasons for the Bernstein acquisition. Performance fee earnings declined significantly for fourth quarter 2000, caused by the decline in growth and technology stocks. Despite market-driven declines in assets under management, we believe our business is fundamentally sound and we will continue to selectively invest for our long-term growth.”

**BUSINESS HIGHLIGHTS OF ALLIANCE CAPITAL MANAGEMENT L.P.  
THE OPERATING PARTNERSHIP**

- **Alliance Capital's core growth and value oriented equity investment disciplines outperformed, for fourth quarter and the year,** their respective benchmarks. For the quarter and the year, growth stocks underperformed the broader stock market with negative investment results, while value stocks outperformed the broader stock market with positive investment results. Alliance Capital continued to exceed benchmark performance for its major fixed income investment disciplines.
- **Assets under management were \$454 billion at December 31, 2000,** increasing 23% from December 31, 1999 and decreasing 4% from October 2, 2000 levels. The acquisition of the business of Bernstein contributed assets under management of approximately \$86 billion on October 2, 2000. For the quarter, Alliance Capital had positive retail and institutional money management net asset inflows, partially offset by private client net outflows. However, the market related decline in assets under management more than offset the net new asset inflows.
- **Net sales of retail products were \$7.6 billion, down 7% from fourth quarter 1999.** Net sales in the U.S. were comprised of \$4.0 billion of long-term products and \$2.8 billion of cash management products. Net sales outside the U.S. totaled \$0.8 billion. In the United States, Alliance Capital ranks fourth in non-proprietary mutual fund net sales for the eleven month period through November 2000.

	<b>4Q 2000 Net Sales (Billions)</b>
Mutual Funds	\$1.6
Wrap Product	0.8
Variable Annuity Product	2.4
Cash Management	<u>2.8</u>
Total	<u><u>\$7.6</u></u>

- **Institutional money management gross new business inflows were \$7.8 billion for fourth quarter 2000,** up more than 160% compared to fourth quarter 1999. Institutional money management separate account wins contributed \$7.4 billion in assets under management during fourth quarter 2000, representing 102 new client

accounts across a broad range of investment disciplines; institutional separate account net asset inflows were \$2.3 billion, a 100% increase over fourth quarter 1999.

- **Private client net outflows for fourth quarter 2000 were \$795 million**, as private clients reacted to the relative underperformance of value investing during 1999 and the first two months of 2000. However, value investing outperformed the broader stock market for full year 2000 and Alliance Capital's growth product is now available to private clients.
- **Institutional research services contributed \$56 million in revenues for the quarter.**

**FINANCIAL RESULTS OF ALLIANCE CAPITAL MANAGEMENT L.P.  
THE OPERATING PARTNERSHIP**

**SUMMARY OF FINANCIAL RESULTS  
(millions)**

	<b>Three Months Ended 12/31/00</b>	<b>Three Months Ended 12/31/99</b>	<b>Change</b>	<b>Twelve Months Ended 12/31/00</b>	<b>Twelve Months Ended 12/31/99</b>	<b>Change</b>
Assets Under Management (billions)	\$454	\$368	23%	\$454	\$368	23%
Revenues	\$793	\$585	35%	\$2,522	\$1,869	35%
<b>NET INCOME</b>	<b>\$148</b>	<b>\$168</b>	<b>(12)%</b>	<b>\$669</b>	<b>\$495</b>	<b>35%</b>
Amortization of Intangibles	44	1	440	46	4	105
Non-recurring Items, Net	23	0	N/A	(1)	0	N/A
<b>NET OPERATING EARNINGS <sup>(1)</sup></b>	<b>\$215</b>	<b>\$169</b>	<b>27%</b>	<b>\$714</b>	<b>\$499</b>	<b>43%</b>
Base Fee Earnings	\$194	\$130	50%	\$677	\$433	57%
Performance Fee Earnings	21	39	(48)	37	66	(44)
<b>NET OPERATING EARNINGS <sup>(1)</sup></b>	<b>\$215</b>	<b>\$169</b>	<b>27%</b>	<b>\$714</b>	<b>\$499</b>	<b>43%</b>
<b>NET OPERATING EARNINGS per Unit<sup>(1)</sup></b>	<b>\$0.84</b>	<b>\$0.95</b>	<b>(12)%</b>	<b>\$3.42</b>	<b>\$2.80</b>	<b>22%</b>
<b>Units Outstanding <sup>(2)</sup></b>	<b>251,839</b>	<b>176,779</b>		<b>206,724</b>	<b>176,308</b>	

(1) Net Operating Earnings: Net Income excluding amortization of intangibles and non-recurring items.

(2) Diluted weighted average units outstanding for each period, units reported in thousands.

- **Net operating earnings (net income excluding amortization of intangibles and non-recurring items) were \$215 million (including \$75 million from the Bernstein business) in fourth quarter 2000**, an increase of 27%, compared to net operating earnings for fourth quarter 1999. Base fee earnings contributed \$194 million (including \$60 million from the Bernstein business) to total net operating earnings for fourth quarter 2000, compared to \$130 million for fourth quarter 1999. Performance fee earnings contributed \$21 million (including \$15 million from the Bernstein business) for fourth quarter 2000, compared to \$39 million for fourth quarter

1999. The decrease in performance fee earnings was the result of negative returns of certain growth-oriented hedge funds. Net operating earnings per Unit for fourth quarter 2000 were \$0.84 per Alliance Capital Unit (including \$0.06 per Unit from the Bernstein business), decreasing 12% compared to \$0.95 per Alliance Capital Unit for fourth quarter 1999.

- **Revenues for fourth quarter 2000 were \$793 million (including \$242 million from the Bernstein business), increasing 35%** from fourth quarter 1999 revenues.
- **Pre-tax operating earnings margin was 35.1%** for the fourth quarter 2000, decreasing from 39.4% for fourth quarter 1999. The decrease is attributed to the market-related decline in assets under management, which resulted in lower revenues. Pre-tax operating earnings margin is calculated after netting distribution revenues with distribution expenses, as detailed on page 12.
- **Fourth quarter 2000 non-recurring items were a net charge of \$23 million. Non-recurring charges for the year were \$779,000**, with the fourth quarter charge largely offset by the first quarter settlement of the Alliance North American Government Income Trust litigation. The fourth quarter items included the write-off of certain leasehold improvements attributable to the Bernstein acquisition and the remaining Cursitor intangible asset, partially offset by the cash proceeds received from the sale of Alliance Capital's interest in its Polish joint venture companies.

**FINANCIAL RESULTS OF ALLIANCE HOLDING  
THE PUBLICLY TRADED PARTNERSHIP**

Alliance Holding's principal sources of income and cash flow are attributable to its ownership interest in Alliance Capital, the operating partnership. Alliance Holding is required to distribute the cash distributions it receives from Alliance Capital, less taxes and other amounts its general partner determines should be retained.

**SUMMARY OF PER UNIT FINANCIAL INFORMATION**

	<b>Three Months Ended 12/31/00</b>	<b>Three Months Ended 12/31/99</b>	<b>Change</b>	<b>Twelve Months Ended 12/31/00</b>	<b>Twelve Months Ended 12/31/99</b>	<b>Change</b>
<b>DILUTED NET INCOME</b>	<b>\$0.50</b>	<b>\$0.86</b>	<b>(42)%</b>	<b>\$2.93</b>	<b>\$2.53</b>	<b>16%</b>
Amortization of Intangibles	0.17	0.01	1,600	0.22	0.02	1,000
Non-recurring Items, Net	0.09	-	N/A	-	-	N/A
<b>NET OPERATING EARNINGS <sup>(1)</sup></b>	<b><u>\$0.76</u></b>	<b><u>\$0.87</u></b>	<b>(13)%</b>	<b><u>\$3.15</u></b>	<b><u>\$2.55</u></b>	<b>24%</b>
Base Fee Earnings	\$0.69	\$0.67	3%	\$3.00	\$2.22	35%
Performance Fee Earnings	0.07	0.20	(65)	0.15	0.33	(55)
<b>NET OPERATING EARNINGS <sup>(1)</sup></b>	<b><u>\$0.76</u></b>	<b><u>\$0.87</u></b>	<b>(13)%</b>	<b><u>\$3.15</u></b>	<b><u>\$2.55</u></b>	<b>24%</b>
<b>UNITHOLDER DISTRIBUTIONS</b>	<b><u>\$0.78</u></b>	<b><u>\$0.85</u></b>	<b>(8)%</b>	<b><u>\$3.11</u></b>	<b><u>\$2.49</u></b>	<b>25%</b>

(1) Net Operating Earnings per Unit: Diluted Net Income excluding Alliance Holding's proportionate share of Alliance Capital's amortization of intangibles and non-recurring items.

- **Distribution per Alliance Holding Unit is \$0.78** for fourth quarter 2000, an 8% decrease from the \$0.85 per Unit distributed for fourth quarter 1999. The fourth quarter 2000 distribution includes \$0.03 per Unit attributed to the sale of Alliance Capital's interest in its Polish joint venture companies.
- **Net operating earnings (net income excluding amortization of intangibles and non-recurring items) decreased 13% to \$0.76** per Unit for fourth quarter 2000 from \$0.87 per Unit for fourth quarter 1999. Alliance Holding's share of Alliance Capital's base fee earnings contributed \$0.69 per Unit for fourth quarter 2000 compared to \$0.67 per Unit for fourth quarter 1999. Alliance Holding's share of performance fee earnings contributed \$0.07 per Unit for fourth quarter 2000 compared to \$0.20 per Unit for fourth quarter 1999. The Bernstein business contributed approximately \$0.02 per Unit in base fee earnings and \$0.04 per Unit in performance fee earnings for fourth quarter 2000.

## **UNIT PURCHASE**

Alliance Capital announced that it expects to engage in open-market purchases of up to approximately \$40 million Alliance Holding Units from time-to-time at its discretion to fund obligations under certain deferred compensation plans.

## **ABOUT ALLIANCE CAPITAL**

Alliance Capital is a leading global investment management firm with approximately \$454 billion in assets under management at December 31, 2000. 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 Holding 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 53% 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.

## **FORWARD-LOOKING STATEMENTS**

Certain statements provided by Alliance Capital and 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.

### **MANAGEMENT CONFERENCE CALL RELATING TO FOURTH QUARTER 2000 RESULTS**

Alliance Capital's management will review fourth quarter 2000 financial and operating results on Friday, February 2, 2001. Chief Executive Officer, Bruce W. Calvert; President and Chief Operating Officer, John D. Carifa; and Chief Investment Officer, Lewis A. Sanders, will lead a discussion during a live conference call beginning at 3:00 P.M. (Eastern Time).

Parties interested in listening to the conference call live may access the call by either:

1. Dialing 800-230-1093 in the U.S. or dialing 612-288-0329 for international callers approximately 15 minutes prior to the call. Please indicate you are calling for the Alliance Capital conference call.

**OR**

2. Via webcast, by accessing Alliance Capital's website at **www.alliancecapital.com**, and link to “**About Alliance**”, then “**Alliance Capital 4<sup>th</sup> Quarter Earnings**”. Listeners accessing the call via internet should go to the website at least 15 minutes prior to the call to download and install any necessary audio software.

A presentation will be given during the conference call. The presentation slides will be available for download prior to the call on Alliance Capital's website at **www.alliancecapital.com**, under “**About Alliance**”, followed by “**Alliance Capital 4th Quarter Earnings**”. An audio replay of the conference call will be available beginning at 6:30 P.M, Friday, February 2, 2001 through Friday, February 9, 2001 by calling 800-475-6701 for U.S. callers or 320-365-3844 for international callers and providing code 566428.

**ALLIANCE CAPITAL MANAGEMENT L.P.**  
**(THE OPERATING PARTNERSHIP)**  
**SUMMARY CONSOLIDATED STATEMENTS OF INCOME**  
(unaudited, in thousands)

	<u>Three Months Ended</u>		<u>Twelve Months Ended</u>	
	<u>12/31/00</u>	<u>12/31/99<sup>(1)</sup></u>	<u>12/31/00</u>	<u>12/31/99<sup>(1)</sup></u>
Revenues:				
Investment Advisory & Services Fees	\$543,808	\$428,100	\$1,689,817	\$1,331,758
Distribution Revenues	151,922	127,459	621,622	441,772
Institutional Research Services	56,289	–	56,289	–
Shareholder Servicing Fees	23,203	17,263	85,645	62,332
Other Revenues, Net	17,949	12,637	68,726	33,443
	<u>793,171</u>	<u>585,459</u>	<u>2,522,099</u>	<u>1,869,305</u>
Expenses:				
Employee Compensation & Benefits	253,024	174,073	651,884	508,566
Promotion & Servicing:				
Distribution Plan Payments	118,461	94,345	476,039	338,676
Amortization of Deferred Sales Commissions	59,053	46,254	219,664	163,942
Other	46,967	33,050	148,740	118,110
General & Administrative	78,990	49,190	226,710	184,754
Interest	11,723	8,086	44,244	22,585
	<u>568,218</u>	<u>404,998</u>	<u>1,767,281</u>	<u>1,336,633</u>
Operating Income	224,953	180,461	754,818	532,672
Amortization of Intangibles	43,315	962	46,252	3,852
Non-recurring Items	<u>23,074</u>	<u>–</u>	<u>(779)</u>	<u>–</u>
Income Before Income Taxes	158,564	179,499	709,345	528,820
Income Taxes	<u>10,305</u>	<u>11,334</u>	<u>40,596</u>	<u>34,067</u>
<b>NET INCOME</b>	<b><u>\$148,259</u></b>	<b><u>\$168,165</u></b>	<b><u>\$668,749</u></b>	<b><u>\$494,753</u></b>
Base Fee Earnings	\$194,005	\$129,579	\$677,519	\$432,829
Performance Fee Earnings	20,643	39,548	36,703	65,776
<b>NET OPERATING EARNINGS<sup>(2)</sup></b>	<b><u>\$214,648</u></b>	<b><u>\$169,127</u></b>	<b><u>\$714,222</u></b>	<b><u>\$498,605</u></b>

(1) Amounts assume the Alliance Holding Reorganization occurred on January 1, 1999.

(2) Net Operating Earnings: Net Income excluding amortization of intangibles and non-recurring items.

**ALLIANCE CAPITAL MANAGEMENT L.P.**  
**(THE OPERATING PARTNERSHIP)**  
**ASSETS UNDER MANAGEMENT <sup>(1)</sup>**  
**THREE MONTHS ENDED DECEMBER 31, 2000**  
(\$ millions)

	<u>Retail</u>	<u>Institutional Money Management</u>	<u>Private Client</u>	<u>Total</u>
<b>Beginning of Period</b>	<b>\$173,676</b>	<b>\$210,483</b>	<b>\$4,235</b>	<b>\$388,394</b>
Bernstein Acquisition	—	55,006	30,790	85,796
Sales/new accounts	15,987	7,754	964	24,705
Redemptions/terminations	(11,226)	(5,286)	(1,251)	(17,763)
Net cash management sales	2,802	(615)	—	2,187
Cash flow	—	(458)	(508)	(966)
Unreinvested dividends	(1,194)	(13)	—	(1,207)
Net new business	6,369	1,382	(795)	6,956
Market appreciation (depreciation)	(16,739)	(13,332)	2,604	(27,467)
Net change	(10,370)	43,056	32,599	65,285
<b>End of Period</b>	<b>\$163,306</b>	<b>\$253,539</b>	<b>\$36,834</b>	<b>\$453,679</b>

**ALLIANCE CAPITAL MANAGEMENT L.P.**  
**(THE OPERATING PARTNERSHIP)**  
**ASSETS UNDER MANAGEMENT <sup>(1)</sup>**  
**TWELVE MONTHS ENDED DECEMBER 31, 2000**  
(\$ millions)

	<u>Retail</u>	<u>Institutional Money Management</u>	<u>Private Client</u>	<u>Total</u>
<b>Beginning of Period</b>	<b>\$155,243</b>	<b>\$207,583</b>	<b>\$5,495</b>	<b>\$368,321</b>
Bernstein Acquisition	—	55,006	30,790	85,796
Sales/new accounts	73,332	18,810	1,467	93,609
Redemptions/terminations	(48,967)	(11,525)	(1,857)	(62,349)
Net cash management sales	2,935	2,819	—	5,754
Cash flow	—	(5,955)	(535)	(6,490)
Unreinvested dividends	(1,887)	(29)	—	(1,916)
Net new business	25,413	4,120	(925)	28,608
Market appreciation (depreciation)	(17,350)	(13,170)	1,474	(29,046)
Net change	8,063	45,956	31,339	85,358
<b>End of Period</b>	<b>\$163,306</b>	<b>\$253,539</b>	<b>\$36,834</b>	<b>\$453,679</b>

**ALLIANCE CAPITAL MANAGEMENT L.P.  
(THE OPERATING PARTNERSHIP)  
ASSETS UNDER MANAGEMENT**

	(\$ millions)			
	<b>Three Months Ended</b>		<b>Twelve Months Ended</b>	
	<b>12/31/00</b>	<b>12/31/99</b>	<b>12/31/00</b>	<b>12/31/99</b>
Average Assets Under Management	<u>\$460,566</u>	<u>\$338,755</u>	<u>\$399,912</u>	<u>\$314,641</u>
Ending Assets Under Management	<u>\$453,679</u>	<u>\$368,321</u>	<u>\$453,679</u>	<u>\$368,321</u>

**ALLIANCE CAPITAL MANAGEMENT L.P.  
(THE OPERATING PARTNERSHIP)  
ASSETS UNDER MANAGEMENT  
BY INVESTMENT ORIENTATION  
AT DECEMBER 31, 2000**

	(\$ millions)			
	<b>Retail</b>	<b>Institutional Money Management</b>	<b>Private Client</b>	<b>Total</b>
<b>Equity</b>				
<b>Growth</b>				
Domestic Growth	\$76,760	\$86,856	\$3,302	\$166,918
Global & International Growth	18,096	12,342	10	30,448
	<u>94,856</u>	<u>99,198</u>	<u>3,312</u>	<u>197,366</u>
<b>Value</b>				
Domestic Value	11,456	41,213	19,878	72,547
Global & International Value	330	12,478	5,531	18,339
	<u>11,786</u>	<u>53,691</u>	<u>25,409</u>	<u>90,886</u>
<b>Total Equity</b>	<u>106,642</u>	<u>152,889</u>	<u>28,721</u>	<u>288,252</u>
<b>Fixed Income</b>				
Domestic	43,149	58,603	7,394	109,146
Global & International	10,480	10,139	293	20,912
	<u>53,629</u>	<u>68,742</u>	<u>7,687</u>	<u>130,058</u>
<b>Passive</b>				
Domestic	3,035	26,754	188	29,977
Global & International	—	5,154	238	5,392
	<u>3,035</u>	<u>31,908</u>	<u>426</u>	<u>35,369</u>
<b>Total</b>				
Domestic	134,400	213,426	30,762	378,588
Global & International	28,906	40,113	6,072	75,091
	<u>\$163,306</u>	<u>\$253,539</u>	<u>\$36,834</u>	<u>\$453,679</u>

**ALLIANCE CAPITAL MANAGEMENT L.P.**  
**(THE OPERATING PARTNERSHIP)**  
**ASSETS UNDER MANAGEMENT**  
**BY INVESTMENT VEHICLE**  
**AT DECEMBER 31, 2000**  
(\$ millions)

	<u>Retail</u>	<u>Institutional Money Management</u>	<u>Private Client</u>	<u>Total</u>
<b>Separately Managed Accounts</b>				
Parent	\$ —	\$28,694	\$ —	\$28,694
Other <sup>(1)</sup>	14,514	209,954	25,156	249,624
	<u>14,514</u>	<u>238,648</u>	<u>25,156</u>	<u>278,318</u>
<b>Mutual Funds</b>				
Parent	—	272	—	272
Other	148,792	14,619	11,678	175,089
	<u>148,792</u>	<u>14,891</u>	<u>11,678</u>	<u>175,361</u>
<b>Total</b>	<u>\$163,306</u>	<u>\$253,539</u>	<u>\$36,834</u>	<u>\$453,679</u>

(1) Retail separately managed accounts represent assets managed in wrap products.

**ALLIANCE CAPITAL MANAGEMENT L.P.**  
**(THE OPERATING PARTNERSHIP)**  
**ASSETS UNDER MANAGEMENT**  
**BY LOCATION <sup>(1)</sup>**  
**AT DECEMBER 31, 2000**  
(\$ millions)

	<u>Retail</u>	<u>Institutional Money Management</u>	<u>Private Client</u>	<u>Total</u>
<b>U.S. Clients</b>	\$144,738	\$214,786	\$34,838	\$394,362
<b>International Clients (non-U.S.)</b>	18,568	38,753	1,996	59,317
	<u>\$163,306</u>	<u>\$253,539</u>	<u>\$36,834</u>	<u>\$453,679</u>

(1) Categorized by country domicile of client.

**ALLIANCE CAPITAL MANAGEMENT L.P.**  
**(THE OPERATING PARTNERSHIP)**  
**ANALYSIS OF PRE-TAX OPERATING EARNINGS MARGIN <sup>(1)</sup>**  
(\$ thousands)

	<b>Three Months Ended</b>		<b>Twelve Months Ended</b>	
	<b>12/31/00</b>	<b>12/31/99<sup>(2)</sup></b>	<b>12/31/00<sup>(2)</sup></b>	<b>12/31/99<sup>(2)</sup></b>
Total Revenues	\$793,171	\$585,459	\$2,492,277	\$1,869,305
Less: Distribution Revenues	(151,922)	(127,459)	(621,622)	(441,772)
Net Revenues	<u>641,249</u>	<u>458,000</u>	<u>1,870,655</u>	<u>1,427,533</u>
Total Operating Expenses	568,218	404,998	1,767,281	1,336,633
Less: Distribution Revenues	(151,922)	(127,459)	(621,622)	(441,772)
Net Operating Expenses	<u>416,296</u>	<u>277,539</u>	<u>1,145,659</u>	<u>894,861</u>
Operating Income	<u>\$224,953</u>	<u>\$180,461</u>	<u>\$724,996</u>	<u>\$532,672</u>
<b>Pre-tax Operating Earnings Margin</b>	<b><u>35.1%</u></b>	<b><u>39.4%</u></b>	<b><u>38.8%</u></b>	<b><u>37.3%</u></b>

(1) Income before income taxes as a percentage of revenues (excluding distribution revenues).

(2) Assumes the Alliance Holding Reorganization occurred on January 1, 1999. Revenues for the year ended December 31, 2000 exclude the interest income (approximately \$29.8 million) earned from the investment of the proceeds from the issuance of approximately 32.6 million units to AXA Financial. Operating expenses are total expenses less amortization of intangibles and non-recurring items (NAGIT litigation settlement, leaseholds write-off, Cursitor write-off and cash proceeds received from sale of Alliance Capital's interest in its Polish joint venture companies).

**ALLIANCE CAPITAL MANAGEMENT HOLDING L.P.**  
**(THE PUBLICLY TRADED PARTNERSHIP)**  
**SUMMARY STATEMENTS OF INCOME**  
(unaudited, in thousands except per Unit amounts)

	<b>Three Months Ended</b>		<b>Twelve Months Ended</b>	
	<b>12/31/00</b>	<b>12/31/99<sup>(1)</sup></b>	<b>12/31/00</b>	<b>12/31/99<sup>(1)</sup></b>
Equity in Earnings of Operating Partnership	\$43,027	\$69,768	\$244,922	\$204,338
Income Taxes	6,159	5,994	20,952	18,217
<b>NET INCOME</b>	<b>\$36,868</b>	<b>\$63,774</b>	<b>\$223,970</b>	<b>\$186,121</b>
<b>DILUTED NET INCOME PER UNIT</b>	<b>\$0.50</b>	<b>\$0.86</b>	<b>\$2.93</b>	<b>\$2.53</b>
Amortization of Intangibles	0.17	0.01	0.22	0.02
Non-recurring Items, Net	0.09	—	—	—
<b>NET OPERATING EARNINGS PER UNIT<sup>(2)</sup></b>	<b>\$0.76</b>	<b>\$0.87</b>	<b>\$3.15</b>	<b>\$2.55</b>
Base Fee Earnings per Unit	0.69	0.67	3.00	2.22
Performance Fee Earnings per Unit	0.07	0.20	0.15	0.33
<b>NET OPERATING EARNINGS PER UNIT<sup>(2)</sup></b>	<b>\$0.76</b>	<b>\$0.87</b>	<b>\$3.15</b>	<b>\$2.55</b>
<b>DISTRIBUTION PER UNIT</b>	<b>\$0.78</b>	<b>\$0.85</b>	<b>\$3.11</b>	<b>\$2.49</b>

(1) Amounts assume the Alliance Holding Reorganization occurred on January 1, 1999.

(2) Net Operating Earnings per Unit: Diluted Net Income per Unit excluding Alliance Holding's proportionate share of Alliance Capital's amortization of intangibles and non-recurring items.

**ALLIANCE CAPITAL AND ALLIANCE HOLDING**  
**UNITS OUTSTANDING AND WEIGHTED AVERAGE UNITS**  
(in thousands)

	<b>Period Ending Units Outstanding</b>	<b>Weighted Average Units Outstanding as of December 31, 2000</b>			
		<b>Basic Three Months Ended</b>	<b>Diluted Three Months Ended</b>	<b>Basic Twelve Months Ended</b>	<b>Diluted Twelve Months Ended</b>
Alliance Capital	246,993	244,058	251,839	198,862	206,724
Alliance Holding	73,184	70,693	78,474	71,168	79,030