

June 7, 2011

Positioning AllianceBernstein for Long-Term Success

Keefe, Bruyette & Woods Investment Management & Specialty Finance Conference

Peter S. Kraus

Chairman & Chief Executive Officer



Cautions Regarding Forward-Looking Statements

Certain statements provided by management in this presentation 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 that could cause actual results to differ materially from future results expressed or implied by such forward-looking statements. The most significant of these factors include, but are not limited to, the following: the performance of financial markets, the investment performance of sponsored investment products and separately-managed accounts, general economic conditions, industry trends, future acquisitions, competitive conditions, and current and proposed government regulations, including changes in tax regulations and rates and the manner in which the earnings of publicly-traded partnerships are taxed. AllianceBernstein cautions readers to carefully consider such factors. Further, such forward-looking statements speak only as of the date on which such statements are made; AllianceBernstein undertakes no obligation to update any forward-looking statements to reflect events or circumstances after the date of such statements. For further information regarding these forward-looking statements and the factors that could cause actual results to differ, see “Risk Factors” and “Cautions Regarding Forward-Looking Statements” in AllianceBernstein’s Form 10-K for the year ended December 31, 2010 and Form 10-Q for the quarter ended March 31, 2011. Any or all of the forward-looking statements made in this presentation, Form 10-K, Form 10-Q, other documents AllianceBernstein files with or furnishes to the SEC, and any other public statements issued by AllianceBernstein, may turn out to be wrong. It is important to remember that other factors besides those listed in “Risk Factors” and “Cautions Regarding Forward-Looking Statements”, and those listed below, could also adversely affect AllianceBernstein’s financial condition, results of operations and business prospects.

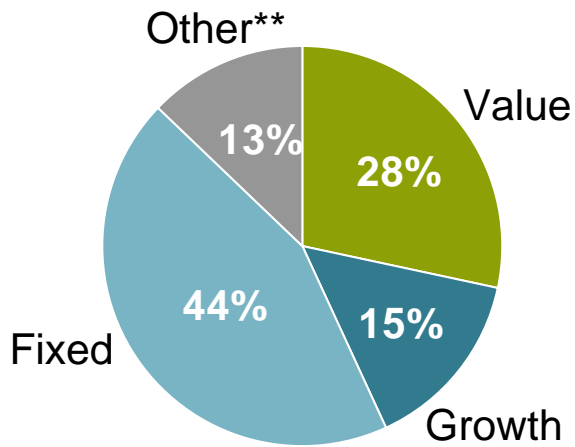
The forward-looking statements referred to in the preceding paragraph include statements regarding:

- ***The pipeline of new institutional mandates not yet funded:*** Before they are funded, institutional mandates do not represent legally binding commitments to fund and, accordingly, the possibility exists that not all mandates will be funded in the amounts and at the times currently anticipated.
- ***The degree to which the \$89.6 million real estate charge we recorded during the third quarter of 2010 will reduce occupancy costs on existing real estate in 2011 and subsequent years:*** The charge we recorded during the third quarter of 2010 and our estimates of reduced occupancy costs in future years are based on existing sub-leases, as well as our current assumptions of when we can sub-lease the remaining space and current market rental rates, which are factors largely beyond our control. If our assumptions prove to be incorrect, we may be forced to take an additional charge and/or our estimated occupancy cost reductions may be less than we currently anticipate.
- ***Our intention to continue to engage in open market purchases of Holding Units, from time to time, to help fund anticipated obligations under our incentive compensation award program:*** The number of Holding Units needed in future periods to make incentive compensation awards is dependent upon various factors, some of which are beyond our control, including fluctuation in the price of a Holding Unit.
- ***Our confidence that we will deliver consistent, long-term value to all of our stakeholders:*** Changes and volatility in political, economic, capital market or industry conditions can result in changes in demand for our products and services or impact the value of our assets under management, all of which may significantly hinder our ability to execute on our strategy.

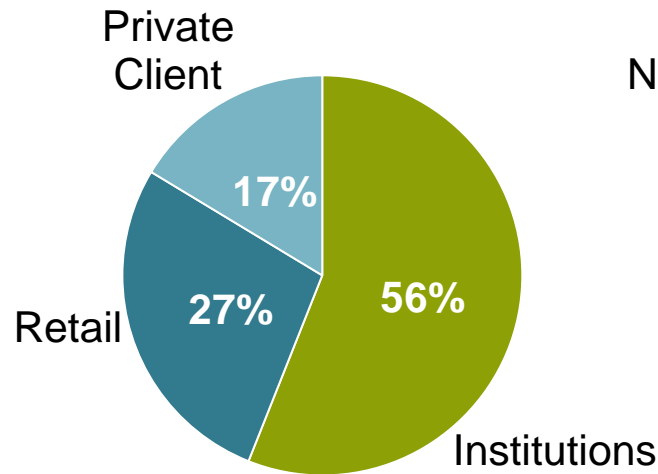
AllianceBernstein: Balance and Breadth

Assets Under Management: \$485 Billion*

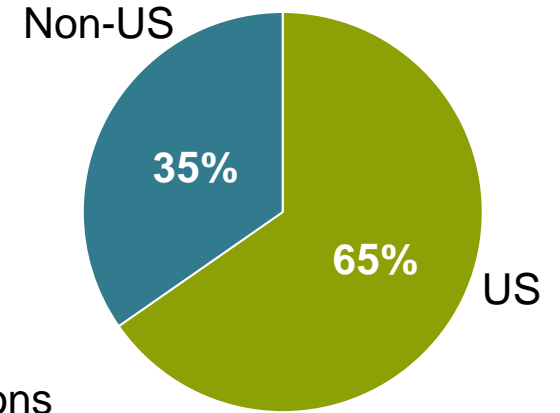
By Strategy



By Channel



By Client Domicile

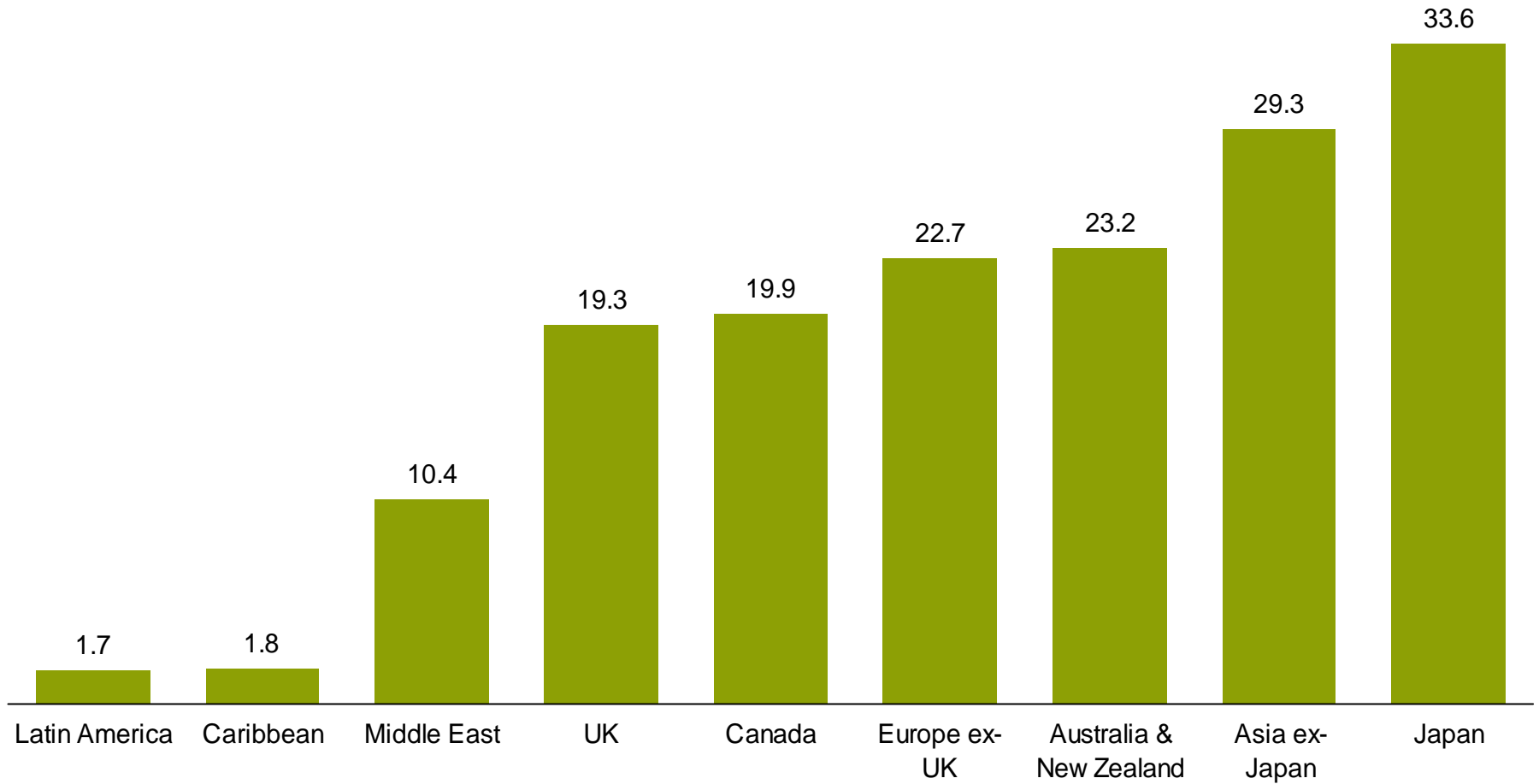


*As of April 30, 2011

**Includes index, structured, asset allocation services and certain other alternative investments

A Global Client Base

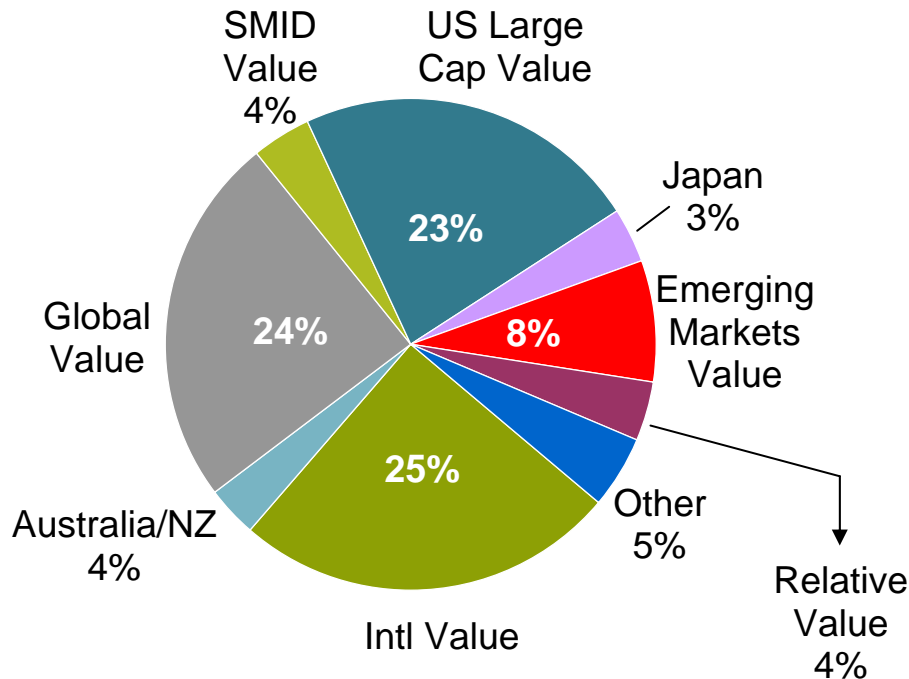
Countries and Regions Outside the U.S. with AUM Over \$1 Billion*



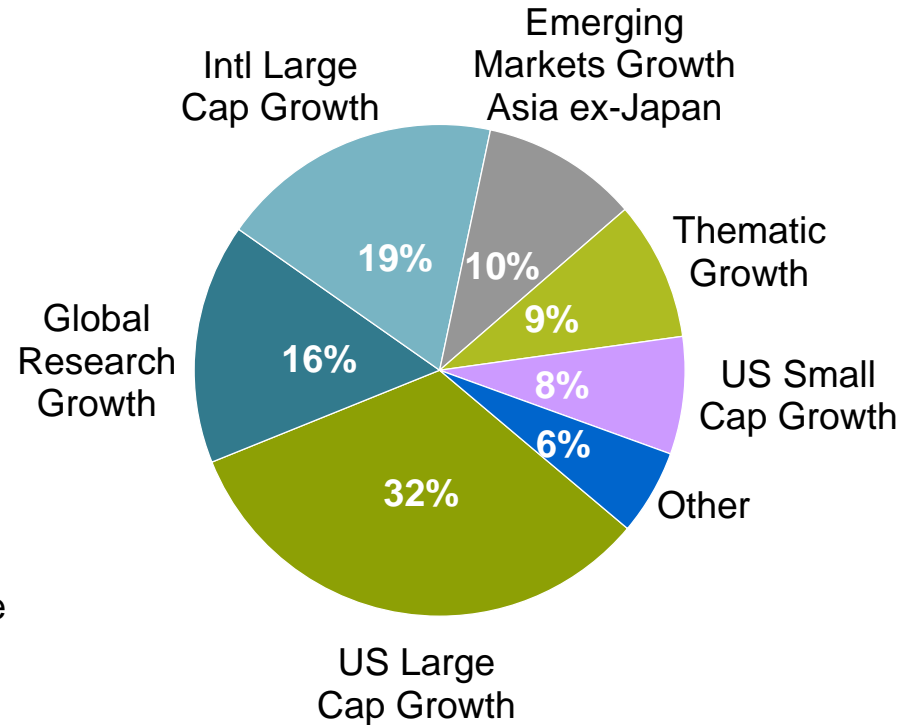
*As of March 31, 2011
Source: AllianceBernstein

A Broad Array of Investment Services: Equity

Value AUM: \$137 Billion*



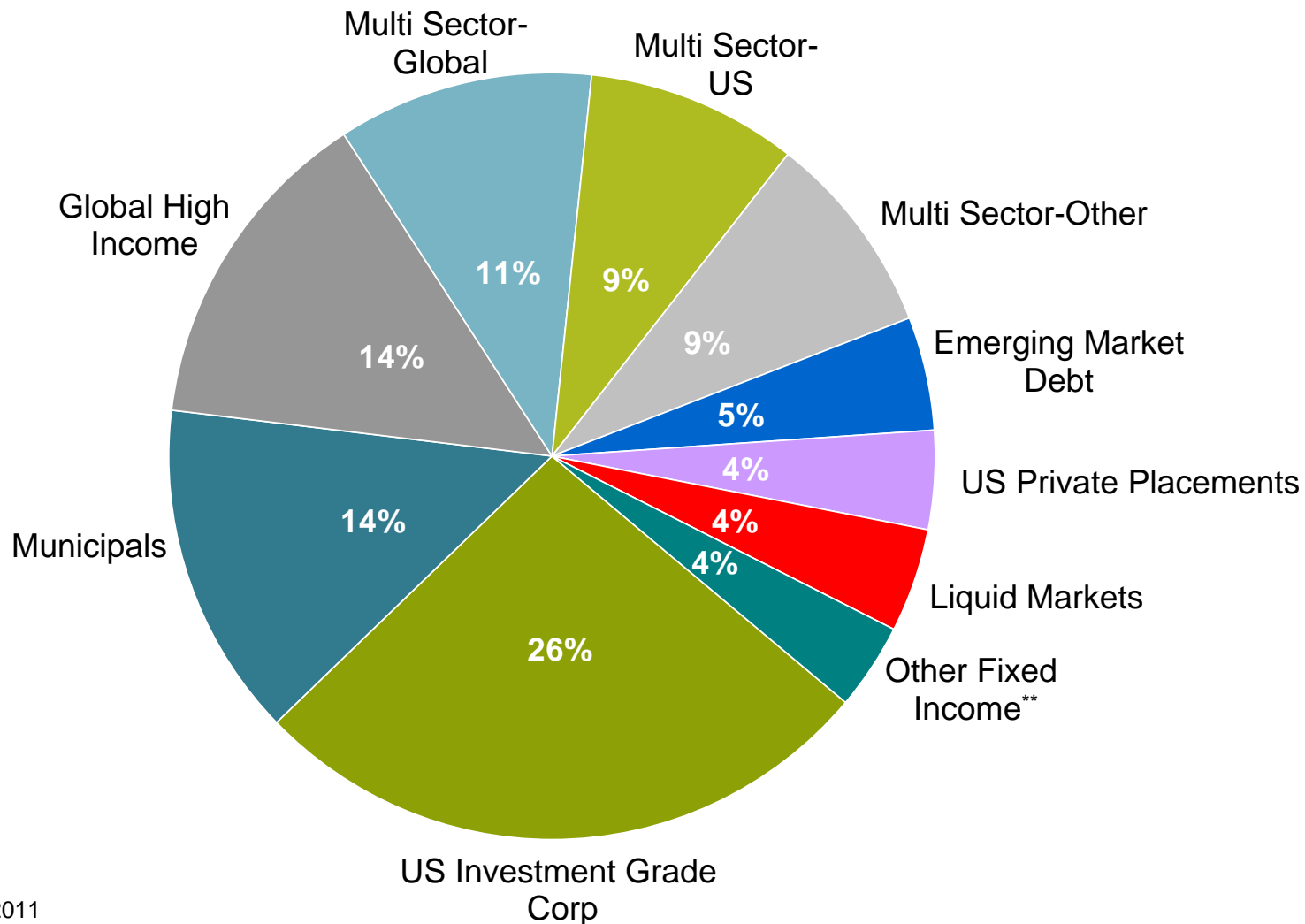
Growth AUM: \$71 Billion*



*As of March 31, 2011

A Broad Array of Investment Services: Fixed Income

Fixed Income AUM: \$210 Billion*

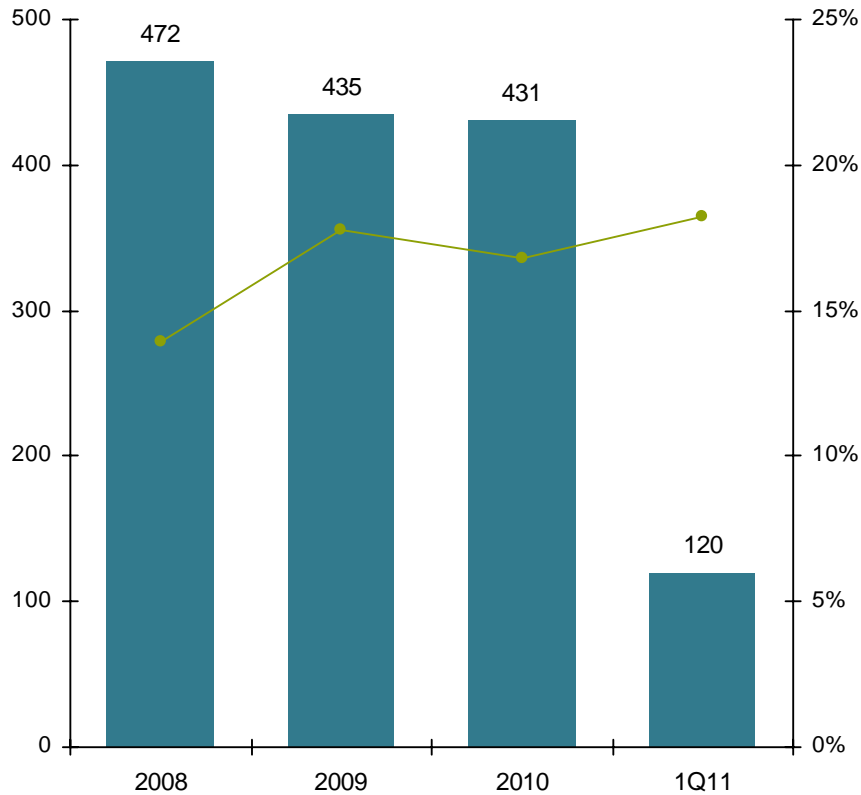


*As of March 31, 2011

**Includes Currency, Cash/Governments & Other Credit

Sanford C. Bernstein: World Class Research and Trading Platform

Steady Contributor to AB Results



■ SCB Revs \$MM (Left) ● % Adj Revs (Right)

AB Adj Revs (\$MM)			
\$3,407	\$2,442	\$2,566	\$659

Growing Global Research Presence

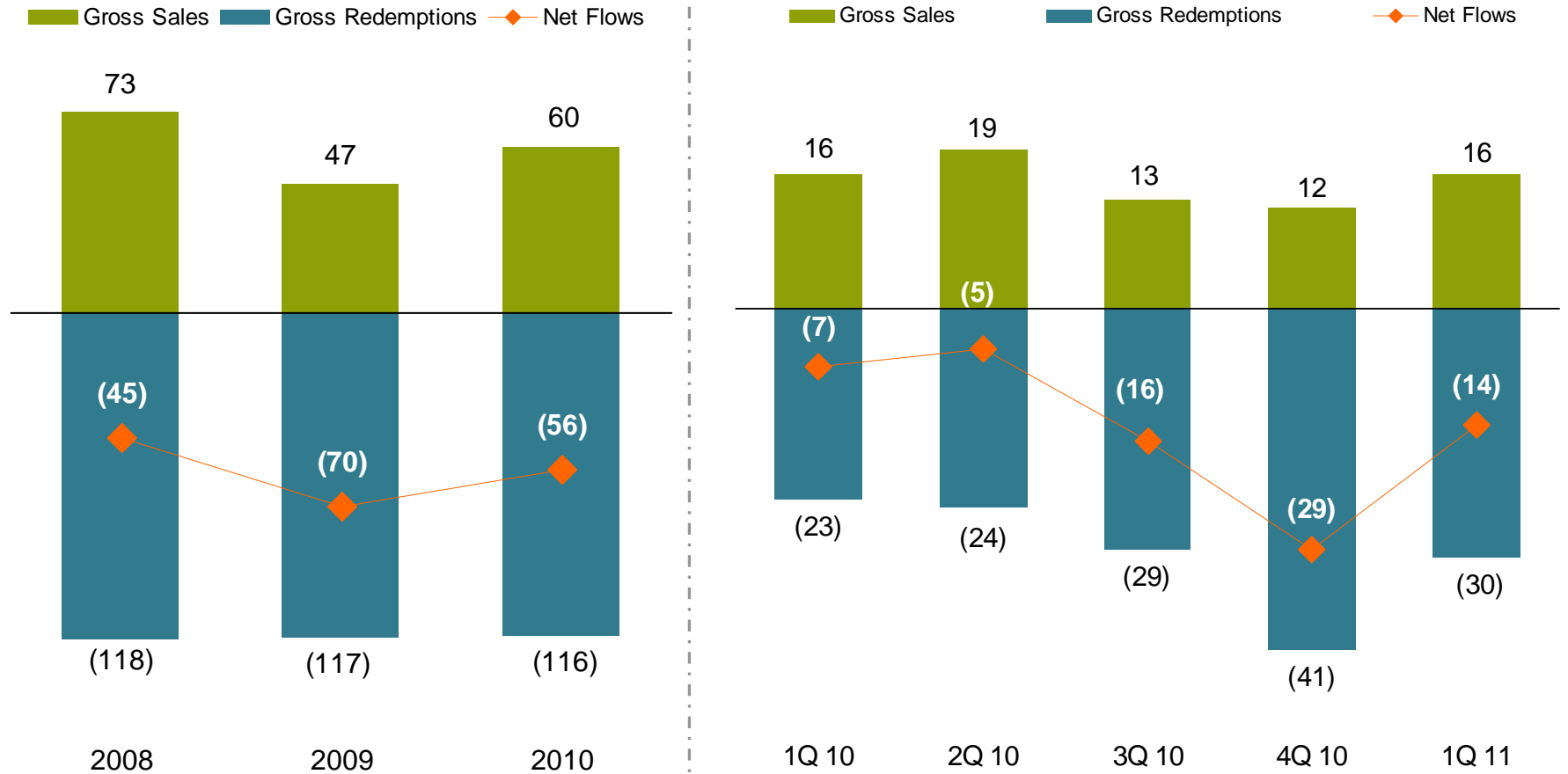


- 385 Employees in 7 offices in the US, Europe and Asia
- 54 Fundamental & Quantitative Research Analysts Worldwide
- Growth driven by expansion of geographic footprint, trading capabilities and research product suite

Source: AllianceBernstein

Flows Have Been Challenged

In US \$ Billions



Positioning AllianceBernstein for Long Term Success

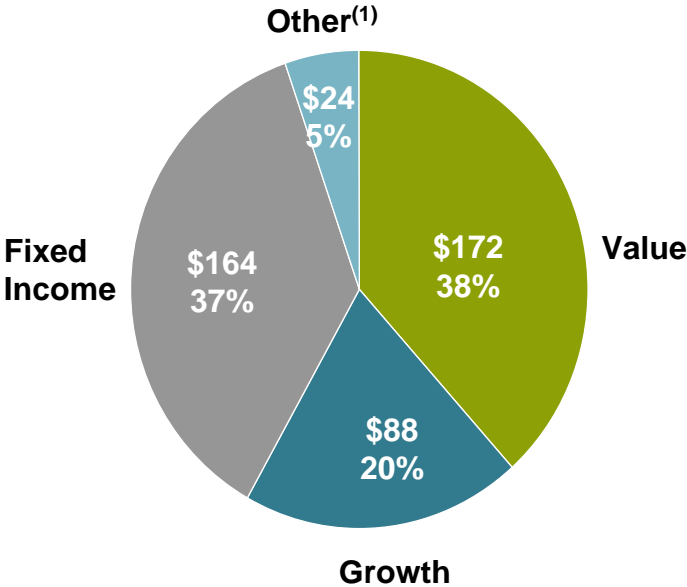
Firmwide Initiatives:

- Improve investment performance and restore client confidence
- Diversify our business across channels, investment services and geographies
- Develop innovative new products and services to meet clients' evolving needs
- Achieve greater operating leverage and better financial results

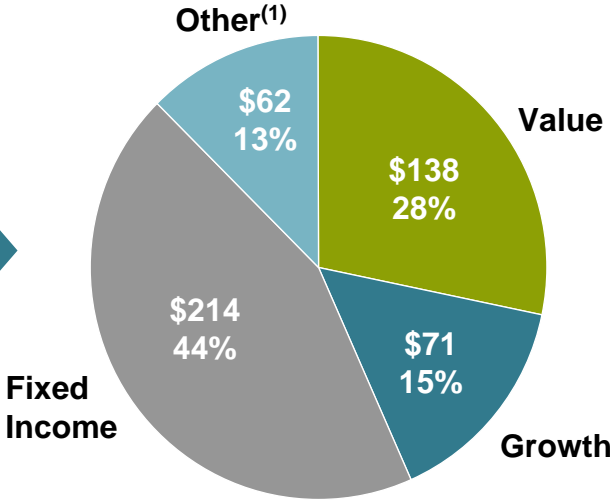
Diversify Our Business: Growth in Fixed Income

Assets Under Management (USD Billions)

December 31, 2008



April 30, 2011

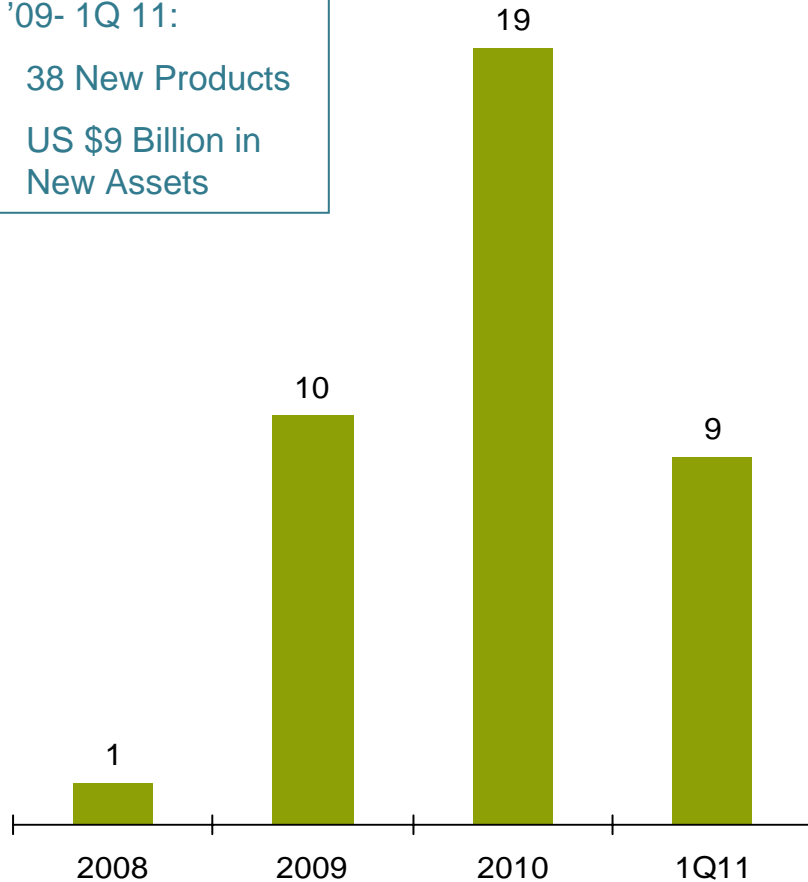


(1) Includes index, structured, asset allocation services and certain other alternative investments

Diversify Our Business: Revived Retail

New Product Launches '08 – 1Q11

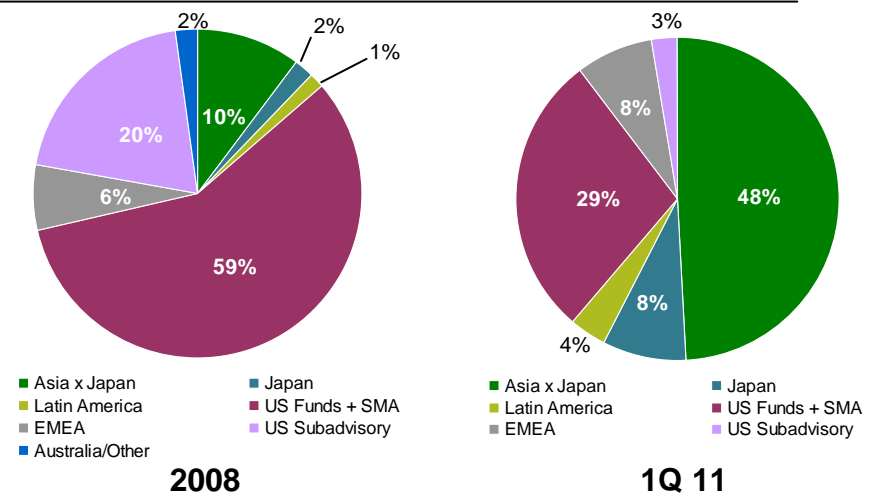
'09- 1Q 11:
38 New Products
US \$9 Billion in
New Assets



Outperformance of New Products:

Fund	Performance (1-Year)*	vs. Peer Avg
US Strategic Research	26.7%	6.3%
Real Asset Strategy	25.4%	14.8%
International SMID	23.5%	1.6%
Euro High Yield	9.9%	2.0%
Municipal Bond Inflation	3.0%	0.9%
High Income Muni	1.8%	1.6%

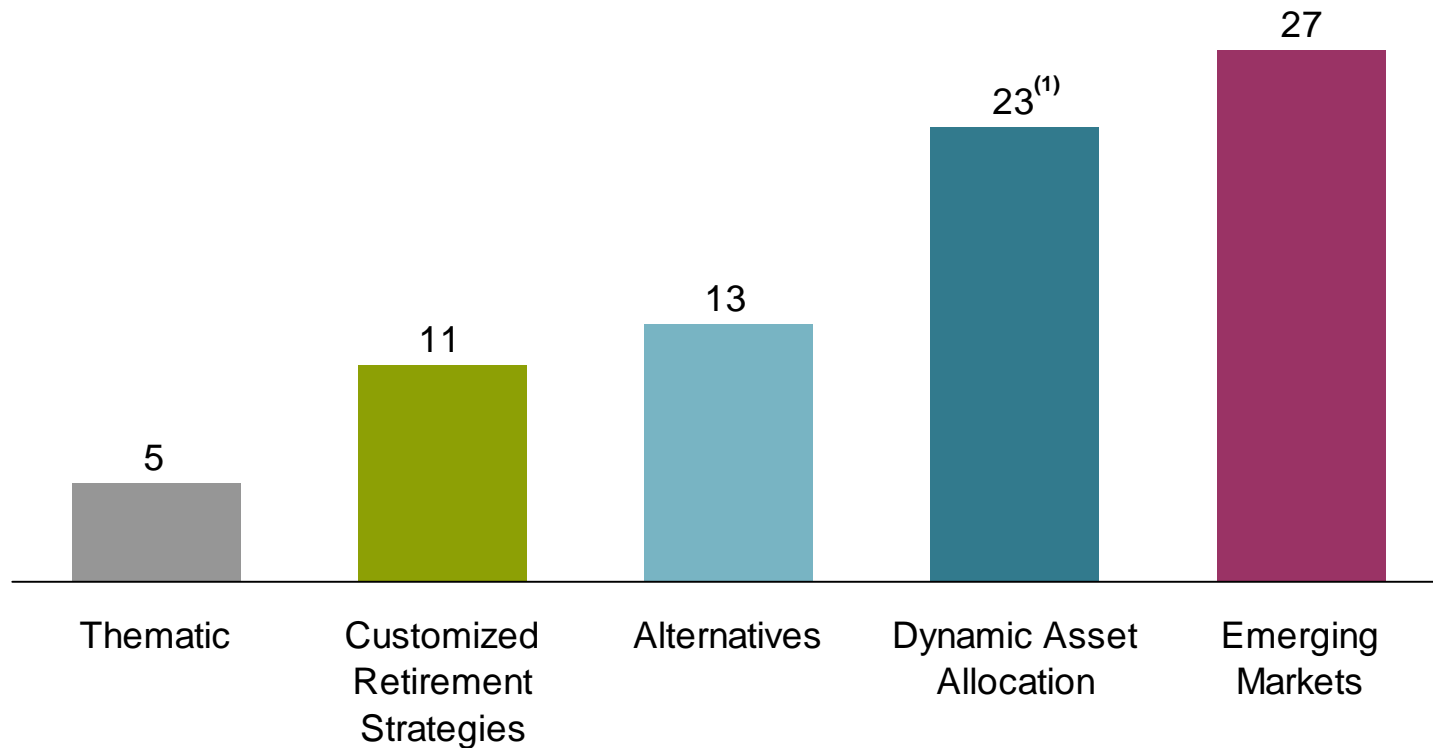
Non-US a Growing Percentage of Retail Sales:



*Through 03/31/11
Source: AllianceBernstein

Develop Innovative New Products & Services

Assets Under Management As of March 31, 2011 (USD Billions)



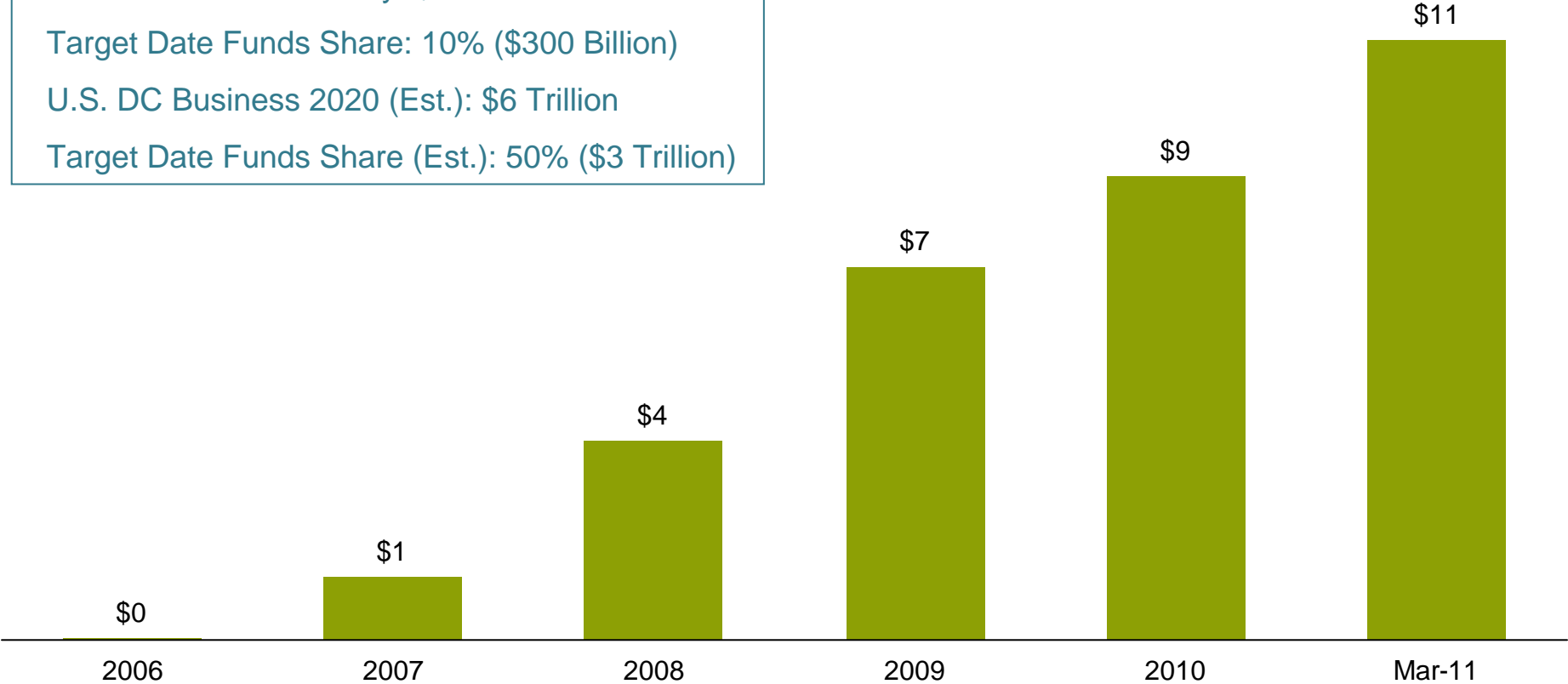
(1) Includes retail funds and Private Client total assets with DAA overlay

Growth in Defined Contribution: Customized Retirement Strategies

In US \$ Billions

Sizing the Opportunity:

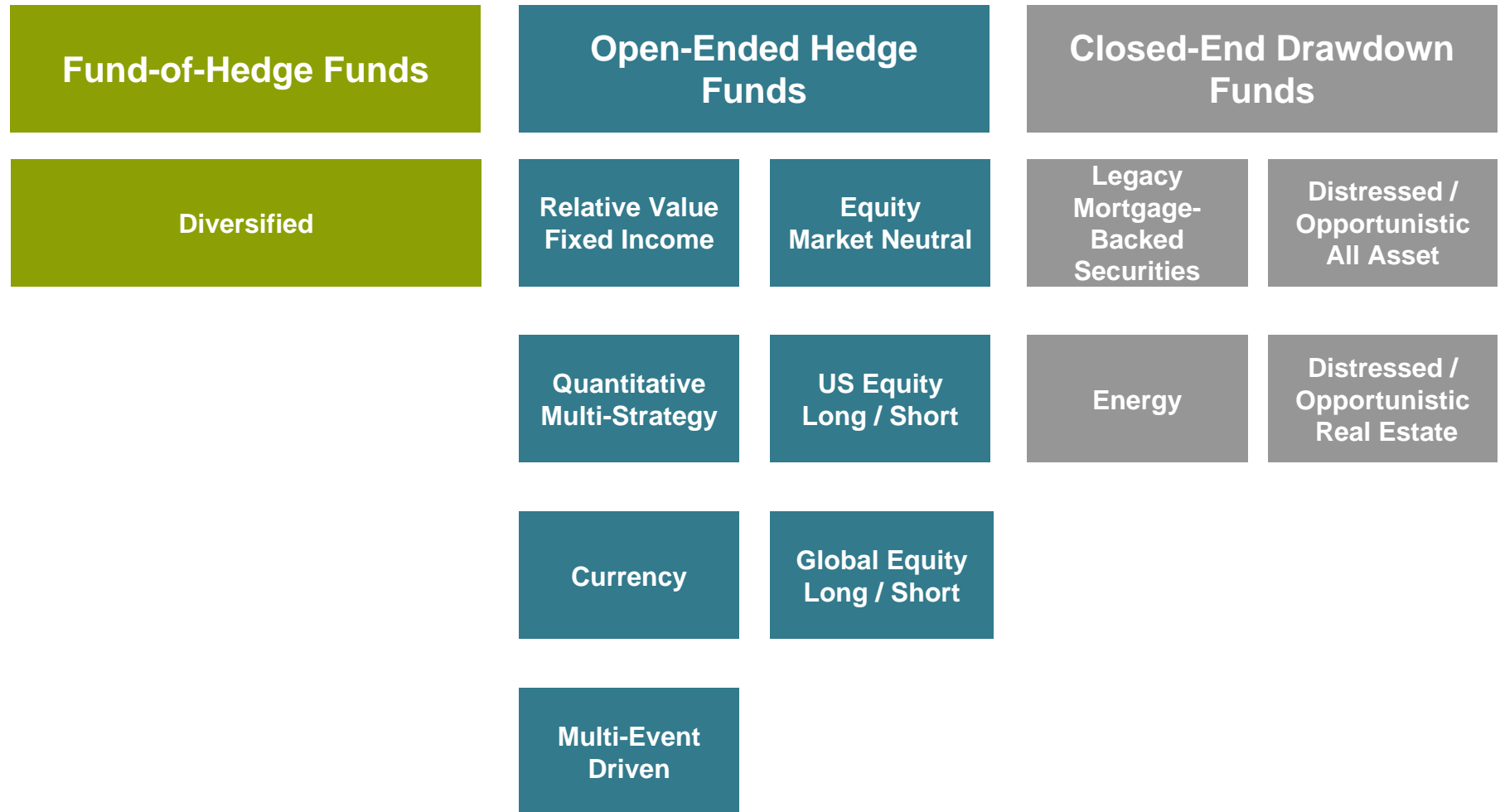
- U.S. DC Business Today: \$3 Trillion
- Target Date Funds Share: 10% (\$300 Billion)
- U.S. DC Business 2020 (Est.): \$6 Trillion
- Target Date Funds Share (Est.): 50% (\$3 Trillion)



Source: AllianceBernstein. Defined Contribution business and target date funds size, growth and share estimates derived using studies by Cerulli & Associates, Hewitt Associates, McKinsey & Company and the US Department of Labor.

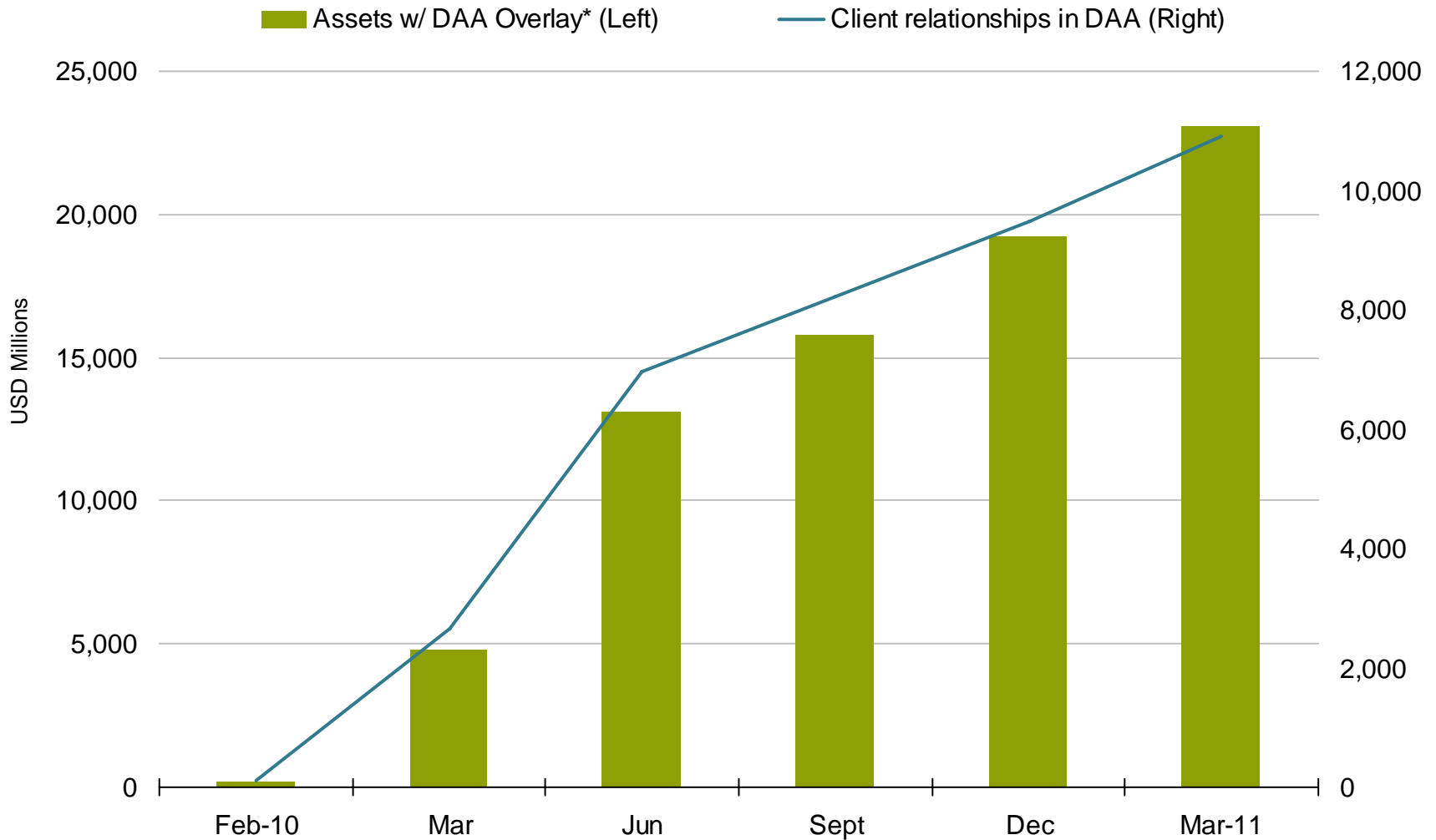
A Growing Alternatives Platform

Total AUM: \$13 Billion+



Success with Dynamic Asset Allocation

DAA AUM: Over \$23 Billion*

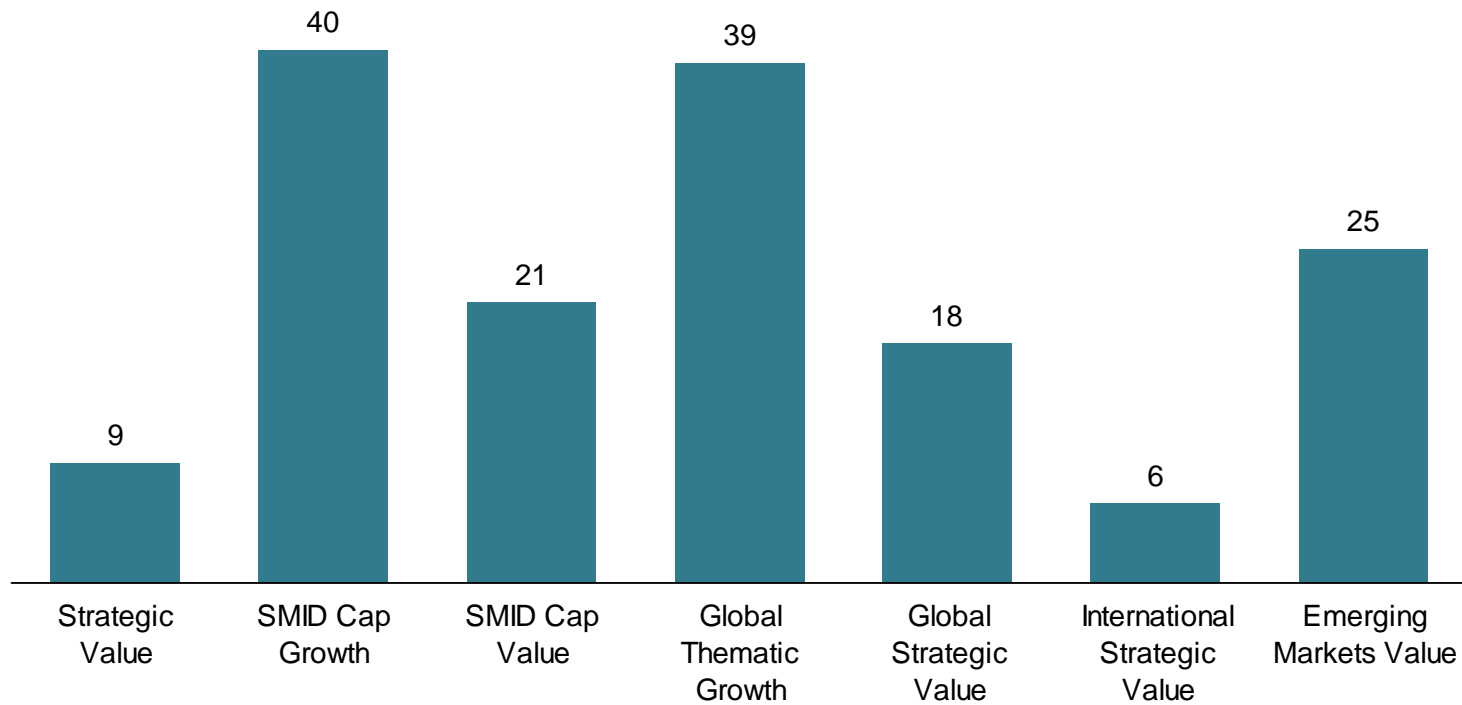


*Represents total assets with DAA Overlay. DAA Overlay averages 30% of the total account value.

Improve Investment Performance: Equities

Cumulative Returns vs. Peers Since the Market Bottom

AB Outperformance Relative to Peer Avg: February 28, 2009, through March 31, 2011
(Percentage points)



%tile	28	5	27	15	12	34	16
Universe	US Large-Cap Value Funds	US Small-Cap Growth Funds	US Small-Cap Value Funds	Global All-Cap Growth	Global Large-Cap Value	EAFE Large-Cap Value	Emerging Markets Equity

Source: eVestment and AllianceBernstein

Diverse Pockets of Strength in Equities

Equities Relative Composite Performance

<u>Product</u>	as of 3/31/2011		
	<u>1 Year</u>	<u>3 Year</u>	<u>5 Year</u>
Value:			
US Small Cap Value (USD)	4.2	5.1	5.1
Japan Strategic Value (JPY)	2.2	1.5	1.7
<hr/>			
Specialty Equities:			
US Thematic Research (USD)	13.9	4.2	0.9
Global Thematic Research (USD)	7.5	N/A	N/A
US Relative Value (USD)	2.4	0.5	0.1
Global REIT (USD)	0.6	1.5	1.8
<hr/>			
Growth:			
US Small/Mid Cap Growth (USD)	19.4	7.1	4.7
US Small Cap Growth (USD)	11.4	4.6	2.5
<hr/>			
Blend:			
US SMID Style Blend (USD)	9.4	5.3	4.4

Investment performance of composites is presented before investment management fees. Periods of more than one year are annualized.

Continued Outperformance in Fixed Income

Fixed Income Relative Composite Performance

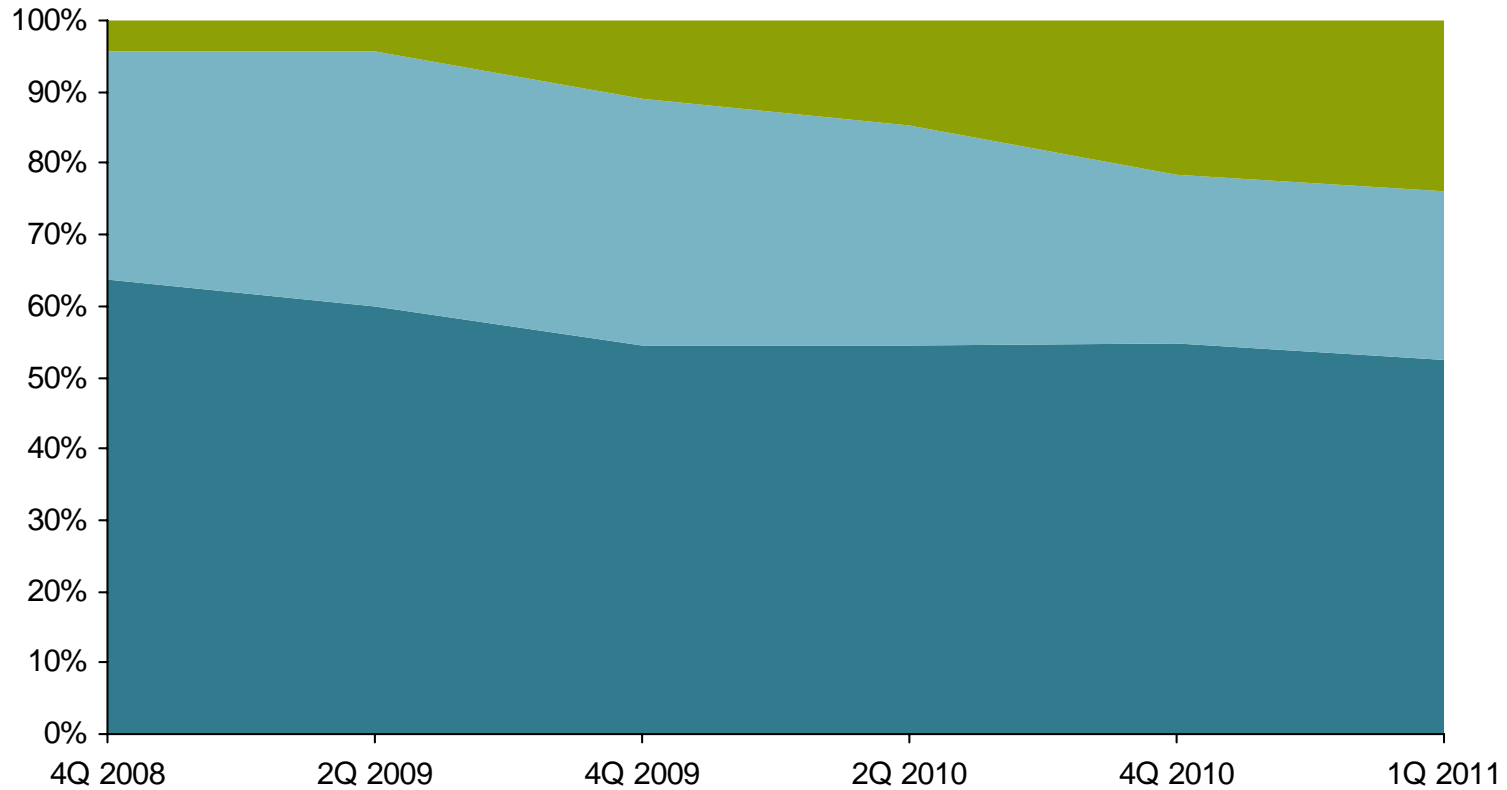
as of 3/31/2011

<u>Product</u>	<u>1 Year</u>	<u>3 Year</u>	<u>5 Year</u>
US Strategic Core Plus (USD)	2.5	2.3	1.0
US Core (USD)	1.6	1.7	0.4
US High Yield Composite (USD)	(0.1)	1.4	0.7
Global Plus Hedged to USD (USD)	3.3	2.4	1.5
Global Fixed Income (USD)	2.6	1.7	1.4
Global Credit (GBP)	0.3	1.6	0.6
Diversified Yield (USD)	5.4	2.9	0.9
Diversified Yield Plus (GBP)	4.2	2.4	N/A
Emerging Markets Debt (USD)	2.5	3.2	2.5
Canada Core Plus Advanced (CAD)	4.3	3.3	1.7
UK Core Plus (GBP)	1.6	1.6	1.0

Investment performance of composites is presented before investment management fees. Periods of more than one year are annualized.

Addressing Cost Structure

Reducing Headcount and Real Estate Footprint



Utilized Space	Flex Space	Sublet, Intended to Sublet and Transitional Space
Occupied		Not Occupied

Employees: 4,997 4,654 4,369 4,263 4,256 4,123

1Q 2011 Accomplishments

- **Delivering for clients:** Continued outperformance in Fixed Income; strength in Target-Date, Inflation Strategies, Dynamic Asset Allocation and U.S. Equities
- **Defined Contribution:** \$2.1 billion funded in new CRS target-date mandates in 1Q and \$1 billion in April
- **Success with new retail products:** Five of our Top Ten retail funds by net inflows were launched since 2009
- **Asia recognition:** AB named “Best Onshore Manager of International Fixed Income” in Korea¹ and Taiwan’s “Best Retail House”²
- **Alternatives:** AIS and multi-manager strategies launched with net new assets in the quarter
- **New investment talent:** Adding a leading long-only and long-short equity portfolio management team.³
- **Enhancements to Growth Investment Platform:** Changes implemented in 1Q to improve client outcomes

¹ AsianInvestor Magazine

² Asia Asset Management Magazine’s 2010 Best of the Best Awards.

³ Transaction completed May 31, 2011

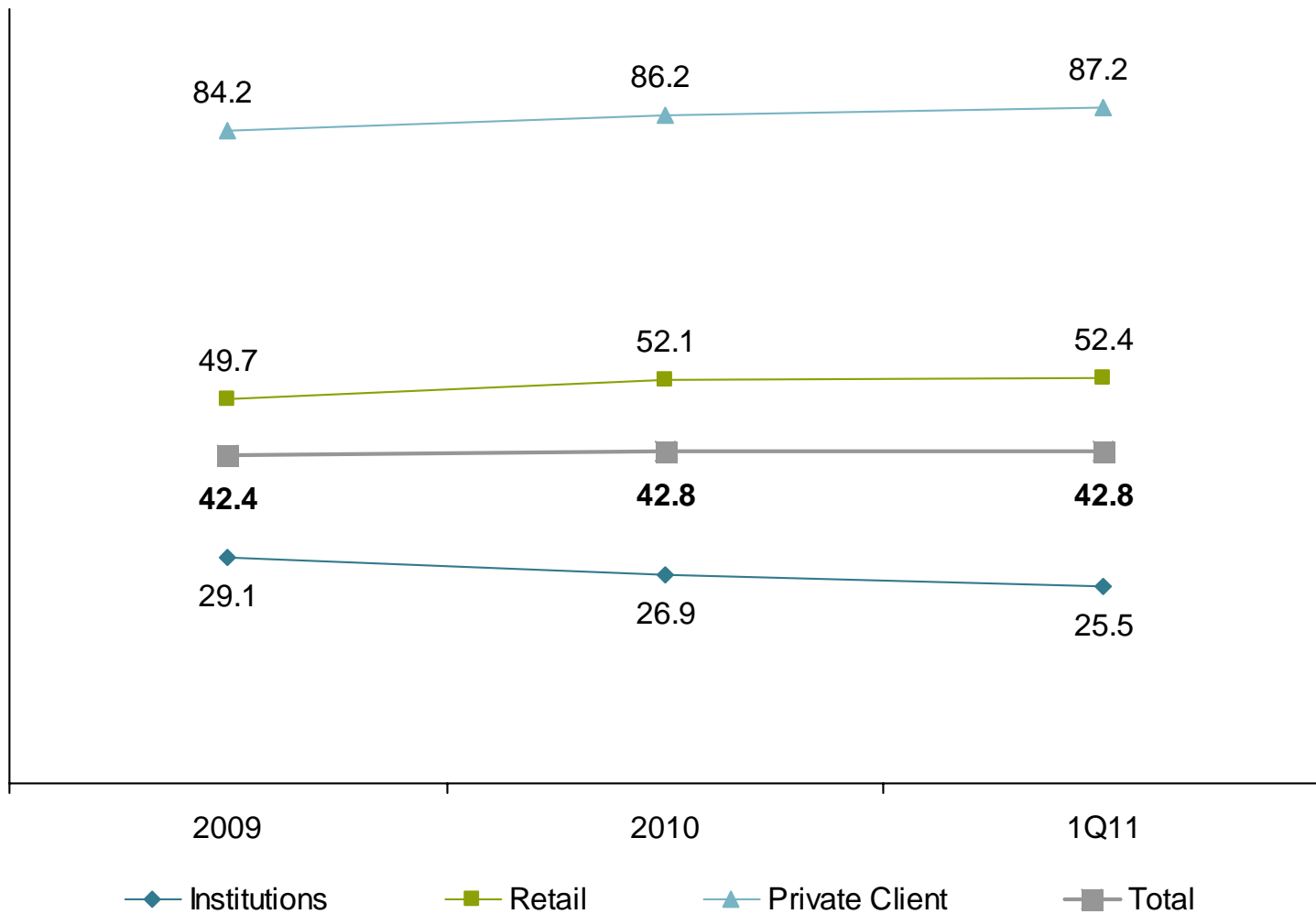
Enhancements to Our Growth Investment Practice

- What makes a great Growth Investment Practice?
 - Consistent discipline grounded in core beliefs
 - Superior insight generation
 - The ability to act quickly and decisively
 - Strong, independent thinking

- Where we are strong
 - Getting local insights into global portfolios in a way few can match
 - Our research quality is very good
 - Our best ideas perform well

- Enhancements to make us stronger
 - Combined management of Global and International research portfolios to make better decisions
 - Reconfigured sectors to better reflect industry dynamics and find the best growth ideas
 - Six sectors to four provides same coverage in a more efficient and focused way
 - Created Specialty Equities Classification to pursue investment ideas that are not defined by style

Stability in Fee Realization Rates



Trends in Gross Sales: Recent Improvement

In US \$ Billions



Total	\$47	\$60	\$16
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Q & A



ALLIANCEBERNSTEIN