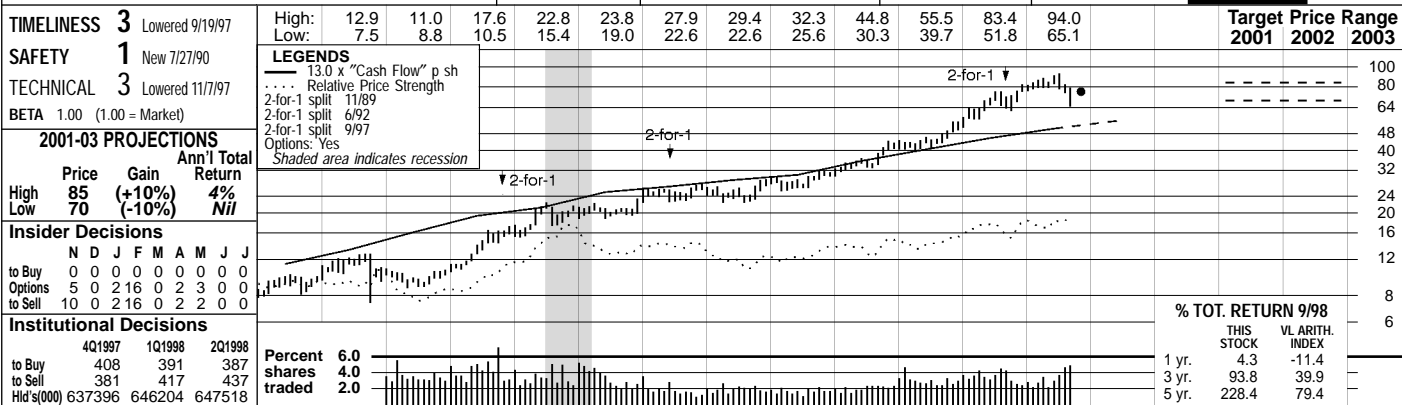


# PROCTER & GAMBLE NYSE-PG

RECENT PRICE **77** P/E RATIO **28.3** (Trailing: 30.1 Median: 17.0) RELATIVE P/E RATIO **2.05** DIV'D YLD **1.5%** **VALUE LINE**



1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	© VALUE LINE PUB., INC.	01-03
9.06	9.39	9.69	10.12	11.47	12.57	14.27	16.51	17.38	19.98	21.63	22.32	22.14	24.35	25.73	26.48	27.78	<b>29.80</b>	Sales per sh <sup>A</sup>	<b>35.60</b>
.78	.88	.89	.75	.89	1.04	1.26	1.51	1.65	1.96	2.08	2.24	2.37	2.76	3.14	3.55	3.94	<b>4.30</b>	"Cash Flow" per sh	<b>5.75</b>
.58	.64	.65	.48	.53	.57	.75	.89	1.03	1.23	1.31	1.41	1.55	1.86	2.15	2.43	2.56	<b>2.80</b>	Earnings per sh <sup>B</sup>	<b>4.00</b>
.26	.28	.30	.33	.33	.34	.34	.38	.44	.49	.52	.55	.62	.70	.80	.90	1.01	<b>1.14</b>	Div'ds Decl'd per sh <sup>C</sup>	<b>1.60</b>
.48	.47	.69	.84	.79	.68	.71	.79	.94	1.46	1.41	1.40	1.35	1.56	1.59	1.58	1.91	<b>1.95</b>	Cap'l Spending per sh	<b>2.25</b>
3.15	3.47	3.80	3.94	4.24	4.24	4.68	4.02	4.71	4.25	5.22	4.01	5.03	6.32	7.17	7.54	7.79	<b>8.45</b>	Book Value per sh <sup>D</sup>	<b>14.60</b>
1323.2	1326.2	1335.9	1339.4	1346.1	1352.2	1354.9	1295.9	1385.2	1352.4	1357.6	1363.5	1368.7	1373.1	1371.2	1350.8	1337.5	<b>1320.00</b>	Common Shs Outst'g <sup>E</sup>	<b>1320.00</b>
8.5	10.5	10.2	14.6	15.8	18.0	14.4	12.2	16.2	16.7	17.4	17.8	17.5	17.1	19.0	22.6	30.8		Avg Ann'l P/E Ratio	<b>19.0</b>
.94	.89	.95	1.19	1.07	1.20	1.20	.92	1.20	1.07	1.06	1.05	1.15	1.14	1.19	1.30	1.61		Relative P/E Ratio	<b>1.35</b>
5.2%	4.2%	4.5%	4.7%	4.0%	3.3%	3.2%	3.4%	2.6%	2.4%	2.3%	2.2%	2.3%	2.2%	2.0%	1.6%	1.3%		Avg Ann'l Div'd Yield	<b>2.1%</b>

CAPITAL STRUCTURE as of 6/30/98		1993	1994	1995	1996	1997	1998	1999	© VALUE LINE PUB., INC.						
Total Debt \$8046 mill.	Due in 5 Yrs \$2580 mill.	19336	21398	24081	27026	29362	30433	30296	33434	35284	35764	37154	<b>39300</b>	Sales (\$mill)	<b>47000</b>
LT Debt \$5765 mill.	LT Interest \$400.0 mill.	12.9%	13.1%	12.6%	13.5%	13.3%	14.1%	15.6%	16.2%	17.5%	19.5%	20.6%	<b>21.0%</b>	Operating Margin	<b>22.5%</b>
(Total interest coverage: 11.4x)	(32% of Cap'l)	697.0	767.0	859.0	956.0	1051.0	1140.0	1134.0	1253.0	1358.0	1487.0	1598.0	<b>1700</b>	Depreciation (\$mill)	<b>2000</b>
Pension Liability \$829.0 mill. in '98 vs. \$327.0 mill. in '97.	Pfd Div'd \$104.0 mill.	1020.0	1206.0	1477.0	1773.0	1872.0	2015.0	2211.0	2645.0	3046.0	3415.0	3780.0	<b>4065</b>	Net Profit (\$mill)	<b>5700</b>
(ESOP owns 60,635,000 Class A shares and 37,805,000 Class B shares; each A and B pfd. share is convertible into one common share.)	(10% of Cap'l)	37.4%	37.8%	35.7%	34.0%	35.1%	34.0%	33.9%	33.9%	34.8%	34.9%	33.8%	<b>34.0%</b>	Income Tax Rate	<b>34.0%</b>
Common Stock 1,337,461,000 shs. (58% of Cap'l) as of 6/30/98 (1466.8 mill. fully dil. shares)	MARKET CAP: \$103 billion (Large Cap)	5.3%	5.6%	6.1%	6.6%	6.4%	6.6%	7.3%	7.9%	8.6%	9.5%	10.2%	<b>10.5%</b>	Net Profit Margin	<b>12.1%</b>
		1369.0	1922.0	2227.0	1702.0	1724.0	1688.0	1948.0	2194.0	2982.0	2988.0	1327.0	<b>1900</b>	Working Cap'l (\$mill)	<b>6500</b>
		2462.0	3698.0	3588.0	4111.0	5223.0	5174.0	4980.0	5161.0	4670.0	4143.0	5765.0	<b>6000</b>	Long-Term Debt (\$mill)	<b>7500</b>
		6337.0	6215.0	7518.0	7736.0	9071.0	7441.0	8832.0	10589	11722	12046	12236	<b>13000</b>	Shr. Equity (\$mill)	<b>21000</b>
		13.1%	13.8%	15.0%	16.2%	14.3%	17.3%	17.4%	18.0%	19.7%	22.2%	22.1%	<b>22.5%</b>	Return on Total Cap'l	<b>21.0%</b>
		16.1%	19.4%	19.6%	22.9%	20.6%	27.1%	25.0%	25.0%	26.0%	28.3%	30.9%	<b>31.5%</b>	Return on Shr. Equity	<b>27.0%</b>
		8.6%	13.2%	12.9%	17.8%	15.3%	21.3%	18.3%	18.2%	18.7%	20.5%	22.3%	<b>22.0%</b>	Retained to Com Eq	<b>18.0%</b>
		47%	43%	43%	42%	42%	42%	43%	40%	39%	39%	39%	<b>40%</b>	All Div'ds to Net Prof	<b>39%</b>

**BUSINESS:** The Procter & Gamble Company makes detergents, soaps, toiletries, foods, paper, & industrial products. Brands include: Tide, Cheer, Bold, Oxydol, Era, Crest, Ivory, Zest, Coast, Safeguard, Dawn, Joy, Cascade, Always, Tampax, Downy, Pringles, Bounce, Comet, Head & Shoulders, Prell, Scope, Secret, Bounty, Charmin, Pampers, Luvs, Crisco, Jif, Folger's, Cover Girl, Noxzema, Old Spice, Hawaiian Punch. Foreign oper.: 35% of '98 prof. Has about 110,000 employees, 273,000 stockholders. '98 depr. rate: 7.9%. Est'd plant age: 5 yrs. ESOP controls about 7% of com. (and equiv.) shares (9/98 proxy). C.E.O.: John Pepper. C.O.O.: Durk Jager. Inc.: Ohio. Addr.: 1 Procter & Gamble Plaza, Cincinnati, Ohio 45202. Tel.: 513-983-1100. Internet: www.pg.com.

**Procter & Gamble's earnings momentum is slowing.** After a decade in which share net grew at a 14.5% annualized pace, profit growth is decelerating. Although management thinks a strong finish in 1999 will compensate for expected single-digit earnings growth in the first half, PG faces challenges that will follow it into the new millennium.

**Volume growth across many of its product lines continues to stagnate.** Rivals have taken their time following PG's lead in raising prices. As a result, North American volume will likely be flat this quarter due to weakness in the laundry, tissue/towel, and hair care segments. In Western Europe, two competitors, Unilever and Henkel, have introduced detergent tablets into the laundry mix, forcing PG to spend more to defend its market share. Moreover, SG&A costs are rising, as the company has been increasing budgets to roll out improved products and to develop new ones.

**The company is also exposed to economic tribulations overseas.** Having already taken hits in Japan, Korea and Russia, PG is bracing for problems in China, where the economy is slowing and discretionary spending is shrinking. Should the Asian contagion spread its ruin to Eastern Europe, another 5% of company sales would be compromised by weakening currencies and plummeting demand.

**Against this shifting economic landscape, Procter & Gamble will change its CEO.** In January, 1999, Durk Jager will replace John Pepper as chief executive officer, and later that year, succeed him as chairman. Jager's immediate charge will be to reorganize the corporate structure along global product lines, rather than geographic segments.

**These shares, ranked 3 for Timeliness, have declined 16% since our last report.** Management has revised first-quarter estimates downwards, preparing investors for the impact of foreign operations on September earnings. Although the company will spend more than a billion dollars this year to buy back stock, neither repurchasing shares nor cutting costs will be enough to replicate the earnings growth of the past ten years. To accomplish that, PG will need to jump-start its top line.

*Luciano Siracusano III October 16, 1998*

Fiscal Year Ends	QUARTERLY SALES (\$ mill.) <sup>A</sup>	Full Fiscal Year
	Sep.30 Dec.31 Mar.31 Jun.30	
1995	8161 8467 8312 8494	33434
1996	9027 9090 8587 8580	35284
1997	8903 9142 8771 8948	35764
1998	9355 9641 8881 9277	37154
1999	<b>9550 9950 9700 10100</b>	<b>39300</b>

Fiscal Year Ends	EARNINGS PER SHARE <sup>A B</sup>	Full Fiscal Year
	Sep.30 Dec.31 Mar.31 Jun.30	
1995	.56 .53 .44 .33	1.86
1996	.64 .59 .54 .38	2.15
1997	.65 .63 .59 .41	2.28
1998	.73 .71 .65 .47	2.56
1999	<b>.76 .75 .74 .55</b>	<b>2.80</b>

Cal-endar	QUARTERLY DIVIDENDS PAID <sup>C</sup>	Full Year
	Mar.31 Jun.30 Sep.30 Dec.31	
1994	.155 .155 .175 .175	.66
1995	.175 .175 .20 .20	.75
1996	.20 .20 .225 .225	.85
1997	.225 .225 .253 .253	.96
1998	.253 .253 .285	

(A) Fiscal year ends June 30. (B) Based on average shares thru '96, diluted thereafter. Excl. nonrecurring gains (losses). '82, \$0.01; '83, \$0.02; '84, \$0.03; '87, (\$0.03); '90, \$0.09; '93 (\$1.95). Next earnings report due late October. (C) Next div'd meet'g about Jan 10. Goes ex about Jan 20. Dividend payment dates: Feb. 15, May 15, Aug. 15, Nov. 15. (D) Div'd reinv. plan available. (E) Incl. intang. In '98: \$7011 mill., \$5.25/sh. (F) In mill., adj. for stock splits.

Company's Financial Strength **A++**  
 Stock's Price Stability **85**  
 Price Growth Persistence **100**  
 Earnings Predictability **100**

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