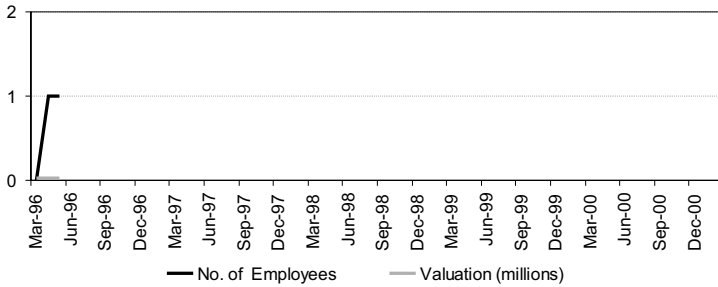


# May 1996



## Microsoft Internet Explorer 3.0 Beta Now Available

Microsoft Corp. today announced the immediate, worldwide availability of Microsoft® Internet Explorer version 3.0 beta software, the next generation of its popular World Wide Web browser . . . For users, Microsoft Internet Explorer 3.0 provides a dynamic browsing experience for viewing content created in Java, JavaScript, Netscape™ Plug-ins . . .

*Microsoft Press Release  
May 29, 1996*



NEOFORMA  
INC

# The Frontier



I'd like to say that we had it all figured out from the beginning. That we knew the Internet would be the hot place to be. But it wasn't like that at all.

Our survival would depend on how efficiently we could get our message out to a diverse and potentially hostile audience. While we had great advocates using our software, we weren't certain how openly we would be welcomed by healthcare equipment suppliers.

One of our first tasks at Neoforma was to create an image for this new entity. Even though we only had one person, Patty, on salary, the company had too little money to survive for long. By this time, we had run the numbers enough times to see that the most lucrative path to profits would be to leverage our captured-customer base and get the bulk of our money from healthcare equipment suppliers. In our view, they had the most to gain.

Usually when a group of customers gets together in the form of a professional society, they adamantly shield their members from suppliers. They support themselves by doling out bits of customer information in exchange for the sponsorship of society events.

We planned to take this time-honored concept and project it into the digital world. We would gather together a group of architects and healthcare providers who shared a similar need for information to improve their ability to expand and build hospitals. We'd provide them with software tools, such as shielding calculations, room templates and product information, which met their needs.

We would get suppliers that shared the same customers to help us build those tools. They would sponsor the tools by paying us to include detailed product listings and images among a sea of unenhanced listings. Since we put this information in front of their targeted customers very early in the product decision process, this