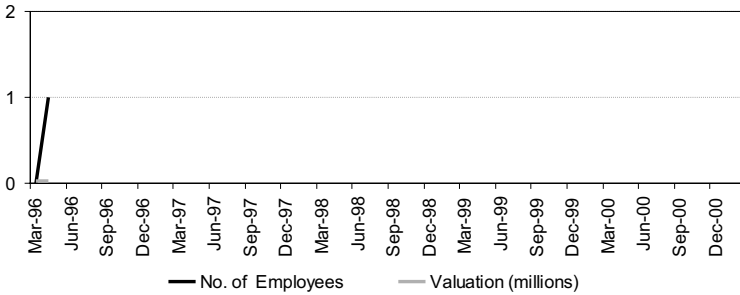


# April 1996



Neoforma opens corporate offices in Mountain View, California.

*April 1, 1996*

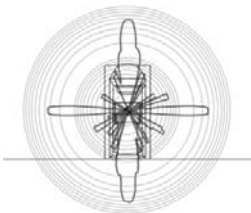
## Yahoo IPO closes at \$33 after \$43 peak

Yahoo's much-anticipated entry to Wall Street began with a bang this morning at \$24.50 per share and hit a high of \$43 before closing at \$33. Yahoo opened at about 8:45 a.m. PDT and shot up to \$43 an hour later, which equals \$1 billion for the company . . .

Yahoo has been the talk on Wall Street and Silicon Valley since it filed for the offering last month, the most closely watched high-tech IPO since Netscape Communications made market history in December . . .

*CNET News.com*

*April 12, 1996*



Front view of a typical radiation distribution from a medical radiotherapy machine. Early Neoforma software was loaded with exciting diagrams like this.

# The Prequel



There was no master plan. A series of chance encounters planted the seed that was to become Neoforma.

Neoforma's first offices were located just a few blocks from my house in Mountain View, California, a suburban town near Stanford University and just south of the halfway point between San Francisco and San Jose. While expensive on a square-footage basis, our office suite had all of the overhead services we might need: administrative support, phone service, copy services, conference rooms, kitchen, etc. This was important because we had very little money for such investments. Our office doors officially opened April 1—the annual day of surprises and punchlines. We considered it an omen of sorts. The total capital assets of the company consisted of a computer, a secondhand desk and a chair.

At the time, I really didn't have a specific idea of where the Silicon Valley was. I knew it was somewhere close to where I lived, but I thought it ended geographically south of me. Since I was a local, I had never given any thought to being a citizen of that legendary place. It turned out that our office was right in the heart of the Valley.

As an architect, I had helped design buildings for some of the companies that gave the Valley its reputation for innovation. But living in Silicon Valley was not the same as participating in the culture of technology. That was less about geographic boundaries than social and educational ones. I crossed these boundaries quite late, quite gradually, and quite by chance.

For me, the seed of Neoforma was planted in 1987, when I received a call from Dwight, an architect I'd worked with many years before. He ran the Planning Department at Varian, a radiotherapy medical equipment company. Varian made big machines that fought—and sometimes cured—cancer.