



EXECUTIVE PAY SCORECARDSM

Data & analysis provided by GMI-The Independent Leader in Corporate Governance and ESG&A

20 Jan 2012

Ariba, Inc.


ARBA NASDAQ

IT Services / Consulting

Market Capitalization USD:

\$2,585.81 mm

CONCERN LEVEL: LOW

- 1 The CEO's total remuneration is within the typical market range for the relevant industry and market cap.
- 2 The ratio between the CEO's pay and the median pay of the other named executive officers is 3X or less.
- 3 The CEO's annual cash incentives rose or fell in line with annual performance.
- 4 The CEO received no more than one annual cash bonus this fiscal year.
- 5 The CEO's equity remuneration reflected the company's share price movement over the last five years.
- 6 The company only pays long-term incentives to the CEO for above median performance against a peer group.
- 7 The company's dilution from equity incentives is 10 percent or less.
- 8 Unvested equity lapses when the CEO's employment is terminated. 
- 9 The CEO's potential cash severance payment is capped at two times annual cash remuneration.
- 10 The accrued benefits of the CEO's post-retirement income are within the typical market range for the relevant market cap bracket.

CEO: Robert M. Calderoni

Age: 51

CEO Since: 2001

	2009	2010	2011
Base Salary	\$675,000	\$675,000	\$675,000
Discretionary Bonus	\$0	\$0	\$0
Annual Cash Incentive	\$1,350,000	\$1,350,000	\$1,120,500
Benefits and Perquisites	\$8,726	\$9,858	\$9,897
TOTAL ANNUAL COMPENSATION	\$2,033,726	\$2,034,858	\$1,805,397
Increase in Post-Retirement Benefits	\$0	\$0	\$0
Stock Option Awards	\$0	\$0	\$0
Stock Awards	\$5,596,500	\$4,669,967	\$5,666,097
TOTAL COMPENSATION	\$6,273,485	\$6,704,825	\$7,471,494
Median of Other Named Executive Officers Total Compensation	\$2,621,168	\$2,513,705	\$2,975,459
Value Realized on Exercise of Stock Option	\$0	\$0	\$0
Value Realized on Vesting of Stock	\$3,936,966	\$4,705,829	\$12,947,626
TOTAL REALIZED EQUITY COMPENSATION	\$3,936,966	\$4,705,829	\$12,947,626

Proxy Date: 8 Dec 2011

Annual Meeting Date: 20 Jan 2012

Equity Reserves: 13.45%

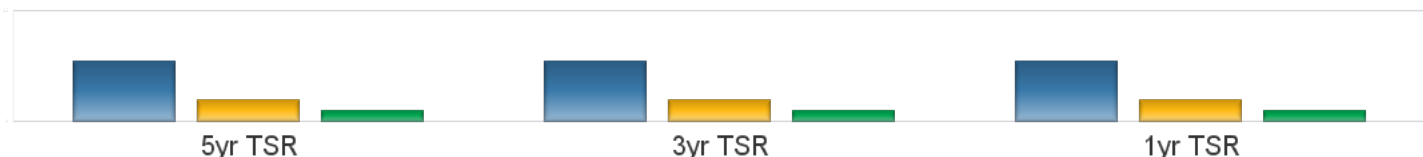
Stock Option Run Rate: 0.00%

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Performance Comparison

■ vs S&P500 ■ vs Industry ■ ARBA



Peer Comparisons (TRBC) =IT Services / Consulting

Total Summary CEO Compensation

Ticker	Company Name	2009	2010	2011	Market Cap
ARBA	Ariba, Inc.	\$6,273,485	\$6,704,825	\$7,471,494	\$2,585,809,747
FISV	Fiserv, Inc.	\$5,757,685	\$5,886,908		\$7,186,617,328
FFIV	F5 Networks, Inc.	\$7,892,855	\$8,884,962	\$7,707,496	\$5,735,643,331
VRSN	VeriSign, Inc.	\$2,755,739	\$4,564,800		\$4,760,684,945
ADS	Alliance Data Systems Corporation	\$3,321,044	\$5,920,509		\$4,720,071,624
RAX	Rackspace Hosting, Inc.	\$6,729,521	\$2,238,560		\$4,452,426,684
INFA	Informatica Corporation	\$2,778,900	\$4,524,989		\$4,368,586,950

To insure consistency, peer comparisons are based on a combination of TRBC Industry and Sector classifications and company market caps. Missing peer pay figures for 2011 are due to differences in company filing schedules.

Pay Peer Group

Actuate Corporation, Advent Software, Aspen Technology, Blackboard, Inc., Brocade Communications Systems, Cadence Design Systems, Concur Technologies, Epicor Software, EPIQ Systems, JDA Software, Kenexa, Manhattan Associates, MicroStrategy Incorporated, Openwave Systems, Radiant Systems, Salesforce.com, Sybase, TIBCO Software

Performance Peer Group

NA

COMPENSATION COMMITTEE MEMBERS

Director	Membership	Age	Gender	Tenure	Independence
Richard F. Wallman	Chairman	60	Male	10	Outside
Karl E. Newkirk	Member	70	Male	8	Outside
Robert E. Knowlina	Member	56	Male	12	Outside