

Modernizing Oracle EBS without Replacing It

A CIO and CFO guide to getting full value from Oracle E-Business Suite through AI, cloud, and a business case that holds up.

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Overview

Making the Most of Your Investment

Most EBS organizations are facing the same question right now, and it's usually framed the wrong way. **The question is: should we move to Oracle Fusion Cloud?** It comes from Oracle account teams, from peers who migrated first, and from board members who read an analyst note over the weekend. Underneath it sits an assumption: that EBS has a ceiling, and the ceiling is dropping.

It's a false assumption. Oracle has extended Premier Support for EBS 12.2 through at least 2037. The companies that moved to Fusion have not uniformly landed ahead—plenty are still absorbing the cost, the disruption, and the distance between what the migration promised and what it delivered. The companies that stayed on EBS and deferred every modernization decision are not ahead either.

The support runway was never the real issue.

What matters is how much of what EBS can do is actually being put to work.

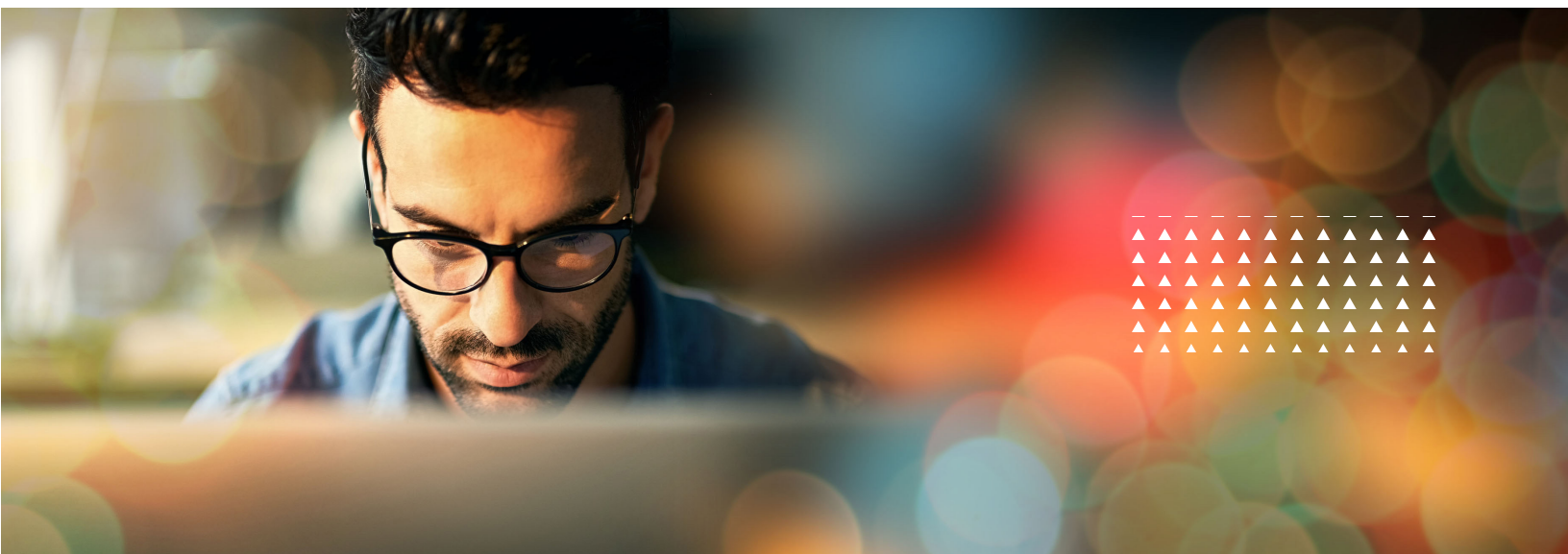
The pattern in most EBS shops is full cost, partial return. The hardware is aging. The years of finance, supply chain, procurement, and operations data inside the system is used for reporting and audit, and almost nothing else. Meanwhile, EBS keeps

“EBS customers have more options now than at any point in the platform's history. The organizations moving fastest are the ones building on what they have, not waiting for what comes next.”

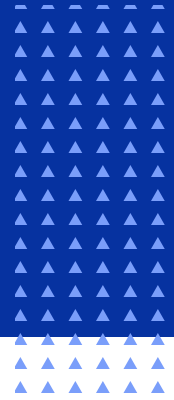
Marc Caruso
Chief Architect, Syntax

gaining capabilities that most organizations never touch, and that divide widens every quarter.

This guide is written for the CIO and CFO who must make this call to modernize based on what the platform can deliver now, not what it delivered the last time they looked closely. Getting a full return on EBS is not a theoretical exercise. It's available to any organization willing to close the gap between what it is running and what the platform makes possible.



What Oracle's Signals Actually Mean



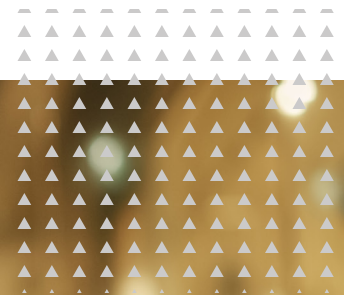
Oracle extended Premier Support for EBS 12.2 through at least 2037, and announced it in March 2026—earlier in the year than Oracle usually commits to anything, and during a stretch of significant internal restructuring. The timing was deliberate: Oracle wanted EBS customers to know the platform has a long future.

The more useful signal is where Oracle is spending its development effort. Very little of it is going into new EBS application features. The investment is flowing into what sits around EBS: Oracle AI Database 26ai, OCI infrastructure purpose-built for ERP workloads, and a growing set of integration and automation services. The result is that an EBS customer today can connect operational data to AI-driven analytics, natural-language queries, and automated workflows without touching a line of application code.

At Oracle AI World 2025, Oracle's EBS product team ran no roadmap session for the first time in recent memory. The instinct is to read that as a warning. The more accurate reading is a redirection. Oracle has moved the future of EBS into the ecosystem around it—the database, the cloud, the AI layer.

The customers who benefit most will be the ones connecting their environments to that ecosystem now, not using the support extension as an excuse to wait.

For the CIO and CFO, this resolves into one practical conclusion. The platform is funded, the surrounding innovation is real, and the data inside the ERP is barely being used. You are paying the full cost of EBS every year. The question is whether this is the year you start capturing the full value.



What an Unmodernized EBS Environment is Costing You



For a lot of EBS organizations, standing pat was never a decision anyone made out loud. It became the default. The system runs, the business operates, and changing anything introduces risk—so nothing changes. The cost rarely gets added up because it is spread across budget lines that look unrelated. Add them up and the number is larger than most teams expect, and it compounds.

Infrastructure that cannot flex

Running EBS on-premises means paying for capacity whether or not the business needs it that quarter. Hardware refresh cycles arrive on the hardware's schedule, not yours. Data center costs accrue regardless of utilization. Disaster recovery tends to exist on paper and stay untested until the day it matters. Every year on that footing is a year you are one hardware failure or expiring lease away from a decision made under pressure.

Tetra Tech, a global engineering and consulting firm, ran EBS as a single instance supporting more than 70,000 projects across more than 100 countries—financials, project management, and HR for the entire operation, on infrastructure that could not scale on demand or absorb a major acquisition or disaster-response surge without new capital outlay. Working with Syntax, Tetra Tech moved that environment to Oracle Cloud Infrastructure and cut operating expenses by 25%, with a measurably stronger security posture and capacity it could scale up or down as the work demanded. The business running on EBS every day never broke stride.



“What attracted us to the Syntax managed Oracle Cloud Infrastructure was the flexibility to provision resources to meet fluctuating business needs, cost savings from OCI’s scale and licensing options, and added security for safeguarding client and personal information.”

Craig Christenson
SVP and CIO, Tetra Tech

IT capacity spent on the system instead of the business

In most EBS organizations, a meaningful share of the IT team's week goes to keeping the platform alive—patching, cloning, hardware babysitting, and the helpdesk tickets that would never have been generated by a current environment. Finance feels the same friction from the other direction: reports that take days to produce, month-end reconciliation done by hand, and no way to get a real-time answer out of the system that holds all the numbers. The question is not whether this is happening. It's what it costs.

Security that has become a board-level question

In late 2025, attackers actively exploited critical vulnerabilities in Oracle EBS, targeting organizations with internet-facing systems and password-only authentication. Oracle shipped emergency patches; several organizations were

compromised before they could apply them. This was an EBS event specifically, not a generic enterprise threat. Single sign-on, multi-factor authentication, and zero-trust access are now baseline expectations from auditors and insurers across regulated industries. Measured against the cost of an incident—remediation, regulatory exposure, downtime, reputational damage—the cost of modernizing authentication looks small.

A data asset that is not being used

An EBS environment holds years of transactions across finance, procurement, supply chain, and operations. In most organizations that data does two jobs: it feeds periodic reports and it satisfies auditors. The forecasting, the real-time analytics, and the automated workflows that would make it a competitive asset are all available today, and none of them require replacing the ERP. Every year that data sits unused is a year a better-positioned competitor builds an advantage on the same kind of data.





No two EBS organizations are in the same position, so there is no single right move. The right path depends on the state of your infrastructure, how current your release is, what your team has capacity for, and what the business needs to accomplish in the next three to five years.

Modernize in Place

When the servers are not the problem and the real issue is an environment that has fallen behind what the platform now offers, the fastest route is to get current first and build from there. An EBS instance parked on an older release cannot reach the AI capabilities, security controls, or integration hooks Oracle has shipped in the last two years. EBS 12.2.15 is a materially different platform from where most environments sit today. Once that gap is closed, the work moves to the data—connecting operational history to analytics, automation, and AI-driven decisions without an ERP replacement or a transformation program.

Move to the Cloud

If you are staring at a hardware refresh, a data center lease renewal, or running costs that no longer line up with utilization, moving EBS to Oracle Cloud Infrastructure solves the infrastructure problem and unlocks capabilities an on-premises footprint cannot support. Tetra Tech's 25% reduction in operating expense reflects what Syntax sees consistently on EBS migrations to OCI—and for organizations carrying older hardware or heavy data center costs, the improvement is often larger. Security improves as a byproduct: encryption, vulnerability scanning, and identity management come built into OCI, where matching them on-premises means separate spend.

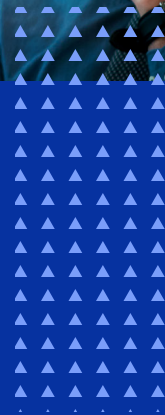


What makes an EBS cloud migration different from a routine infrastructure move is the application itself. A production EBS environment carries years of accumulated complexity—bespoke extensions, bolt-on integrations, multi-org configurations—that does not migrate on autopilot. The risk sits in the application layer, not the cloud layer, which is why EBS depth matters at least as much as cloud capability when you choose a partner.

Modernize and Move

The third path runs release currency and infrastructure migration as one coordinated effort. It asks the most of an organization, but it produces the most complete result and avoids paying for two separate rounds of major change.

Whether to combine or sequence depends on your current release, customization depth, and team capacity. Both scenarios deserve honest modeling before anyone commits.



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What Becomes Possible When the Data Works for You

The biggest shift available to an EBS organization is not the migration or the upgrade. It is what comes after—connecting years of operational data to tools that turn it into something the business can act on.

Most EBS organizations treat the data inside the system as exhaust. Transactions get recorded, reports get run, auditors get what they need. That is not a platform limitation. It is the result of decisions nobody made deliberately. It got that way one deferred decision at a time.

A different architecture is available, and it does not require leaving EBS. A CFO who currently waits until month-end to see the numbers can get a live view of cash position, working capital, and spend variance any morning. Business users can ask questions of EBS data in plain language: “show me overdue invoices from this vendor” and “what were Q1 sales in this region,” and get governed, accurate answers in seconds through capabilities like Ask EBS, rather than waiting on a report request to clear

the IT queue. AI agents built with tooling such as Oracle’s Private Agent Factory can take on routine process work like invoice matching, approval routing, and exception flagging that currently burns staff hours. None of this needs a new ERP. It needs a data foundation that is clean, governed, and connected.

Stratix, a North American managed-mobility provider running EBS in Syntax Enterprise Cloud, shows the first step in practice. Stratix had grown a tangle of point-to-point custom-code integrations across multiple code bases. Working with Syntax, the company replaced them with a single cloud integration platform on Oracle Integration Cloud, starting with its purchase-order and supply-chain flows—initiating the PO, capturing the shipment, and giving the warehouse a complete picture before materials arrive. The manual steps and the errors that came with them dropped out of the process, and the team shifted from transactional work to higher-value thinking.

MITER Brands, a residential windows and doors manufacturer operating 12 brands across more than 20 manufacturing facilities, shows what the AI layer looks like when a company commits to it. MITER Brands had built a decade-long managed services relationship with Syntax. The challenge was scale: after a series of acquisitions, the company's distributed sales and marketing teams needed fast, reliable access to product knowledge spanning more than 9,000 SKUs across hundreds of product families and models. Syntax deployed a GenAI virtual assistant on Microsoft Teams, built on the Syntax GenAI Platform and integrated with MITER Brands' data ecosystem. Nearly 300 users across sales, marketing, and engineering now use it daily to get instant, accurate answers to product questions that previously meant tracking down a document, calling a colleague, or guessing.

The downstream effects went beyond efficiency. New hires ramp faster because product knowledge is no longer confined to a few product leaders. Newly acquired brands get folded into the knowledge base on a timeline that keeps pace with the M&A calendar instead of lagging behind it. And the sales team can engage customers with confidence on product lines they did not sell six months ago.

This is where Syntax DnA³ fits. Rather than bolting on standalone analytics or AI projects that each bring their own data pipeline and their own maintenance burden, DnA³ provides a governed framework that sits on top of the EBS data you

"The future is cloud-based, replacing islands of information with integrations. Syntax is an extension of our Oracle team to flex when needed—not too small, not too big, but just right."

Todd Campbell
VP of Information Technology, Stratix Corporation

"Syntax brought in a lot of knowledge and helped us navigate through GenAI solutions, ensuring our data remains secure while maximizing capabilities. Our teams now have instant access to helpful information that was once difficult and time-consuming to track down and validate."

Vinod Nair
CIO and SVP, MITER Brands

already have. Every initiative—whether it starts with a dashboard, a natural-language query, or an automated workflow—draws from the same trusted foundation instead of creating one more fragile point-to-point integration.

What is holding most EBS organizations back is not the technology. It is the decision to use it.



Building a Business Case that Holds Up



EBS modernization decisions rarely stall for lack of interest. They stall because the business case is soft and built on industry benchmarks a CFO will discount on sight, or too vague on cost and timeline for a board to approve. A case that holds up rests on three numbers, each requiring an honest answer rather than an optimistic one.

► The full cost of the current state

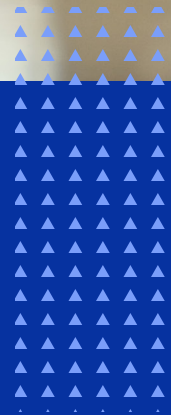
Not the IT budget line, but the whole picture. Hardware and data center cost: the internal staff time absorbed by infrastructure, licensing inefficiency, deferred maintenance, the manual workarounds a release gap forces, and the real risk profile of a DR plan that has never been tested under live conditions. Most organizations that do this exercise find the real number is higher than the IT budget suggests. That gap is where the financial case starts.

► The security exposure, in dollars

The late-2025 attacks on EBS environments gave the industry documented, real-world incidents on which to build a cost estimate. The financial impact of a successful attack—remediation, regulatory response, downtime, reputational damage—makes it possible to put a defensible number on the cost of leaving known vulnerabilities open. Your insurers and auditors are already running that calculation. The business case should run it first.

► The value of the data asset, modeled concretely

Which specific decisions would be faster or better if the right people had real-time access to EBS data? Which manual processes disappear once the data is clean and connected? These have concrete answers for any organization willing to look at its own operations, and those answers are what move a proposal from an IT project to a strategic investment.



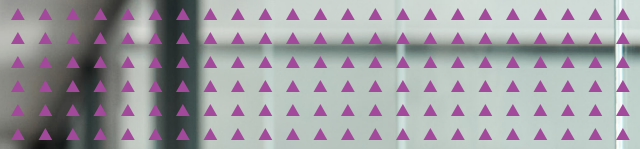
6 Why Syntax for EBS

Syntax has supported EBS customers for more than 30 years. That tenure reflects something specific: the ability to carry complex EBS environments through the kind of change that requires an understanding of the infrastructure and the application.

Syntax brings the full EBS stack: cloud infrastructure on OCI, AWS, Azure, and Syntax Enterprise Cloud; application managed services covering patching, security, and proactive monitoring through Syntax EnterpriseCare; consulting across implementations, upgrades, and modernization programs; and Syntax DnA³, the Digital Innovation framework for connecting ERP data to AI, automation, and analytics. There is no handoff between vendors. The people keeping the lights on are the same people who understand the application, so a migration or data initiative does not become a coordination problem between teams meeting each other for the first time.

The proof is in the results. Tetra Tech modernized a global single-instance EBS environment on OCI and took 25% out of operating expense while improving security and gaining scale on demand. Stratix replaced a sprawl of custom-code integrations with a single governed platform on Oracle Integration Cloud and pulled the manual error out of its supply chain. MITER Brands deployed a GenAI assistant across nearly 300 users to consolidate product knowledge spanning 9,000 SKUs and accelerate post-acquisition integration. Different starting points, different goals, one standard of execution.

That is what Syntax brings to every EBS engagement: specialist depth, global infrastructure, and partnerships with Oracle, AWS, Microsoft, and other technology leaders.



Start Where You Are

Before you start down the path of modernization, you need to know where you're beginning. The organizations that get EBS modernization right are the ones that did this diagnostic work before choosing a direction, instead of discovering what's missing halfway through.

Syntax offers an EBS Health Assessment covering infrastructure, release currency, security posture, and data readiness to produce a prioritized set of recommendations—without asking for a project commitment first.



Discover how Syntax helps EBS customers modernize with confidence ▶

Explore Syntax DnA³ — AI, automation, and analytics for your ERP ▶

About Syntax

Syntax is a leading global technology solutions provider driving enterprise transformation in the cloud. We help organizations modernize mission-critical applications through AI-enabled innovation, industry-tailored outcomes, and end-to-end solutions across strategic advisory, implementation, and managed services. Through our Boutique @ Scale approach, we blend boutique level agility and care with the reach and resilience of a global enterprise. Supported by strategic partnerships with Oracle and other technology leaders, we empower customers to scale faster, work smarter, and build for what's next.

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