



## 3 Paths for Oracle EBS: Stagnate, Migrate or Innovate

*A practical decision framework for  
modernizing without unnecessary risk*

**Rimini Street**<sup>®</sup>

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# Executive summary

Oracle E-Business Suite (EBS) remains a stable, mission-critical system for thousands of organizations, but the landscape around it is changing fast. IT leaders running Oracle EBS are expected to modernize, manage rising costs and deliver AI-driven productivity. At the same time, Oracle has made its direction clear: **No native Agentic AI for EBS, and typically no support for customizations** — even though custom code can be found in nearly every EBS implementation.

As a result, CIOs and other IT leaders need to make a strategic decision about the future of their Oracle EBS environments. Though the choice seems complex, most organizations follow one of three paths — each with very different implications for cost, risk and innovation outcomes:

- 1 Stagnate:** Stay on EBS with Oracle support, keeping to vendor roadmap demands and costs while innovation slows and backlogs grow.
- 2 Migrate:** Rebuild on Oracle Fusion Applications running on Oracle Cloud Infrastructure (OCI), accepting multiyear timelines that follow Oracle's cloud and licensing priorities.
- 3 Innovate:** Keep the existing ERP stable while modernizing around it, freeing budget and accelerating Agentic AI — all with one proven partner, Rimini Street.

# Roadmap options for EBS customers

<i>What will you do for the next several years?</i>	<i>Stagnate</i>	<i>Migrate</i>	<i>Innovate</i>
	Oracle EBS On-Prem or Cloud	Oracle Fusion Apps and OCI*	Rimini Smart Path™
Vendor-agnostic Agentic AI across multiple enterprise systems, not embedded in Oracle Fusion Applications	⊗	⊗	✓
Support for customizations	⊗	⊗	✓
Reduce IT costs	⊗	⊗	✓
Optimize complex, customized ERP	⊗	⊗	✓
Keep future options open and escape vendor lock-in	⊗	⊗	✓

\*Requires a costly, disruptive migration, and switching from owned, perpetual licenses to a subscription for the software and cloud.

**Viewed through this lens, one path clearly stands out from the rest.** Still, making an informed ERP decision aligned with business needs depends on having all the facts. Starting with a look at the current state of Oracle EBS, this eBook explores each path in depth, giving IT leaders the insight needed to strategically assess and plan their ERP roadmap.

# The current state of Oracle EBS

Since its initial release in 2001,<sup>1</sup> Oracle EBS has served as a dependable foundation for core business operations. It's frequently described by IT leaders as *stable, customized, secure, compliant, interoperable and performant* — all qualities that have made it the mission-critical system it is today.

Despite enduring years of vendor pressure to migrate, thousands of organizations worldwide continue to run Oracle EBS, keeping the system they know and trust rather than moving to Oracle Fusion Applications on OCI. That persistence reflects a broader reality: **For many enterprises, the system is stable, reliable and familiar — and choosing to stay on it is a deliberate business decision.**

But even the most reliable systems aren't immune to the effects of change. Any updates to the software or the surrounding environment can be destabilizing, creating operational risk, disrupting business processes and straining already limited IT resources.

Oracle's operating model is, in fact, built around continuous change. Customers face ongoing patches, escalating upgrade costs and unrelenting pressure to eventually replatform to OCI. For many organizations running Oracle EBS, this means having to accept regular disruption just to remain supported — regardless of whether those changes align with business priorities.

**Findings from a recent survey of C-suite leaders and IT managers running Oracle EBS reinforce this perception, validating the platform's strengths and longevity:**

**58%** are on version 12.1 or earlier releases

**95%** say their current EBS release effectively meets business needs

<sup>1</sup> Andrew Zola, Jessica Sirkin, "Oracle E-Business Suite," TechTarget, retrieved 17 April 2026 from <https://www.techtarget.com/searchoracle/definition/Oracle-E-Business-Suite>

# Growing dissatisfaction with vendor support

Forced change isn't the only issue Oracle EBS customers struggle with, as frustration with vendor support also continues to rise. According to a [DBTA/Unisphere Research study](#) of organizations running Oracle Database — the database that underpins Oracle EBS — many customers report dissatisfaction with Oracle's support experience:

**89%**

report that Oracle support times aren't superior

**87%**

indicated slow issue resolution was problematic or worse

**63%**

indicate that high support costs are a concern

**34%**

describe Oracle's support process as complex

Beyond responsiveness, cost and overall effectiveness, many leaders note a major problem with coverage: **Customizations are typically unsupported, despite being foundational to many EBS deployments.**

Together, these challenges place an ever-growing burden on internal IT teams. Organizations often have to self-support critical custom code while continuing to fund a high-cost support model — diverting time, budget and talent away from higher-value initiatives.

## The modernization tension

Adding to the complexities of ROI and the cost of lost opportunities, there's a sizable gap between what IT teams are expected to deliver and what Oracle's roadmap actually enables.

CIOs and application leaders have been tasked with delivering AI, intelligent automation and composable architecture. These expectations are nonnegotiable. In the current landscape, they're essentially baseline requirements for competitiveness, efficiency and resilience.

Yet Oracle's roadmap is seemingly limited, with meaningful innovation — particularly AI — not being offered to EBS. Instead, it's effectively gated behind upgrades or a full migration to Oracle Fusion Apps on OCI. Although the system performs its role well, the vendor's model appears to limit how it can evolve.

**Faced with these constraints, Oracle EBS customers are charting different courses forward.**





# Path 1: Stay on Oracle EBS with Oracle support (Stagnate)

## What this path really means

Staying on Oracle EBS isn't the problem. For most organizations, EBS is a robust, reliable, deeply customized system of record that continues to perform its core transactional role well — and will for years to come.

The problem lies in the value, scope and roadmap tied to Oracle's support model. It limits both the funding and flexibility required to innovate in ways that could be most impactful for the organization — namely, adopting Agentic AI for automation and intelligence.

*Stagnation isn't a neutral choice — it's an innovation slowdown with rising operational burden.*

## Notable limitations of this path

Organizations that stay on EBS with Oracle support are effectively locked into a vendor-defined model where:

- **No Agentic AI capabilities will be delivered to EBS**  
Oracle requires customers to migrate to Fusion Applications running on OCI to access AI agents, as those capabilities aren't available for EBS from the vendor — either now or in the future.
- **Customizations remain unsupported**  
Support for custom code falls outside the scope of mainstream Oracle support coverage, requiring internal teams to handle all related customization issues with internal or hired resources.
- **Reduced coverage can introduce risk**  
[Sustaining Support](#) — which applies to Oracle Database 18c and earlier releases and is scheduled to go into effect for EBS 12.2 in 2032 — doesn't include new bug fixes, security updates or product patches, increasing security and operational risk for EBS environments.
- **Maintenance costs drain IT budget**  
Premier Support typically runs at 22% of the annual license fee. Extended Support — which EBS 12.2 is now in — typically introduces an additional 10–20%, forcing many organizations to shelve high-priority projects due to budgetary constraints.
- **Change is constant, but not optional**  
Organizations continue to absorb recurring disruptions as Oracle pushes patches and upgrades dictated by its roadmap rather than the customer's, often offering limited business value.

## The downstream impact

Over time, this path creates compounding operational and strategic consequences for organizations:



**Innovation can stall** as IT capacity is consumed by vendor-driven maintenance.



**Technical debt accumulates** as modernization initiatives are deferred.



**IT costs continue to rise** without delivering modern business capabilities.

Though the “Stagnate” path may seem like the lowest-risk option in the short term, it gradually becomes a drag on speed, flexibility and competitiveness.



## Why it persists

Despite the limitations, many organizations remain on this path for a combination of economic, operational and strategic reasons. It's familiar and feels safer than large-scale change. But as expectations surrounding IT continue to rise, the gap between maintaining EBS and modernizing the enterprise only widens.

**This brings us to the second option — one that promises innovation, but at a significant cost beyond just financial.**



# Path 2: Migrate to Oracle Fusion Applications on OCI (Migrate)

## What this path really means

Migration to Oracle Fusion Applications on OCI is positioned by the vendor as the fastest way to modernize — promising modern SaaS and embedded Oracle AI. But in practice, those capabilities are confined to Oracle’s applications themselves, not the broader enterprise landscape.

Oracle’s AI is effectively “fenced in.” It requires Fusion Apps just to get started. Agents will be designed and delivered from an Oracle perspective, according to its priorities. For organizations aiming to modernize end-to-end business processes, rather than just individual applications, this limitation quickly becomes apparent.

## Major drawbacks of this path

Migrating to Oracle Fusion Apps running on OCI can create several roadblocks affecting both day-to-day operations and long-term goals:

### Perpetual license forfeiture and vendor lock-in

Moving from Oracle EBS to Oracle Fusion Applications is not just a migration — it is a licensing conversion. While customers may retain their perpetual EBS licenses on paper, they typically stop using and supporting them. For complex systems like ERP, this takes vendor lock-in to a new level — fundamentally shifting cost structures and deepening financial, commercial and technical dependency on Oracle, which limits future flexibility.

### User experience challenges

Fusion comes with a steep learning curve and a highly standardized, click-heavy interface that many teams find difficult to use, manage and live with day-to-day.

### Continued support issues

Slow response times and declining support quality can persist even after migrating to Oracle Fusion Apps. Organizations that make the move are often disappointed to realize their core support frustrations remain unresolved.

### High cost, disruption and long timelines

Fusion migrations are typically multiyear, multimillion-dollar initiatives, with the cost ranging anywhere from \$3M to \$25M+.<sup>2</sup> Such a move requires significant effort, including extensive reimplementations, data transformation and organizational change — all of which can contribute to operational disruption. Additionally, organizations that move to Fusion Apps must either rebuild or abandon their EBS customizations.

### Delayed AI value realization

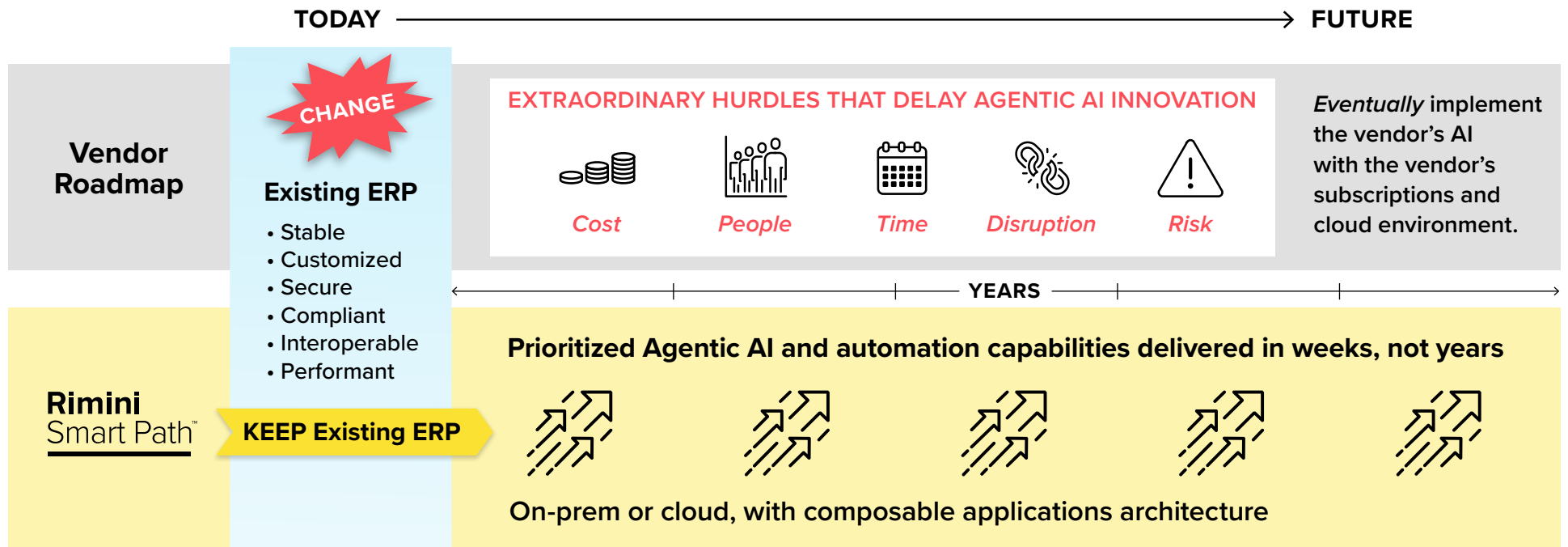
Oracle AI capabilities become available only after the migration to Fusion Apps is complete. As a result, organizations may absorb years of cost and disruption before realizing any measurable benefits or value from AI.

### Limited architectural reach

AI remains restricted to Oracle’s cloud ecosystem, with limited ability to support cross-application or multi-system workflows that span the broader enterprise.

<sup>2</sup> “Oracle EBS to Cloud Migration Guide: Costs, Timeline & Paths (2025),” ERP Research, retrieved 19 May 2026 from <https://www.erpresearch.com/en-us/oracle-ebs-to-cloud-migration>

# ERP Vendor Roadmap vs. Rimini Smart Path™



## The reality of adoption

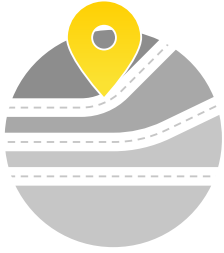
A migration-first strategy front-loads massive cost, disruption and risk — often before any innovation can begin. IT teams spend years rebuilding core systems rather than delivering new capabilities, while business stakeholders wait for promised outcomes that remain out of reach until the project is completed.



**Migration requires a multiyear project before AI value begins.**

For some organizations, this trade-off may be acceptable. But for most, it raises the question of whether large-scale replacement is truly the only way to modernize.

That query leads to the third path forward — one being increasingly adopted by Oracle EBS customers.



# Path 3: Accelerate Agentic AI ERP with Rimini Street (Innovate)

## What this path really means

Like the “Stagnate” path, the “Innovate” path is based on the premise that Oracle EBS is being maintained. However, the difference lies in what changes around it.

Rather than remaining tied to a vendor support model with cost and innovation constraints, this option replaces Oracle support with Rimini Support™ for Oracle EBS. Organizations can keep and secure their existing, stable, highly customized EBS system at up to 50% of the cost, while gaining the financial and operational flexibility they need to move at the pace of the business.

Without the cost of mainstream maintenance or the burden of self-supporting gaps, organizations can redirect time, money and people toward Agentic AI ERP. In doing so, they can implement enterprise-wide Agentic AI and automation — rather than being limited to Oracle’s cloud ecosystem like with the “Migration” path — and deliver value in weeks, not years.

In short, this path keeps what already works and changes what doesn’t — unlocking the speed and freedom to innovate on the organization’s own terms, rather than the vendor’s.

## The business outcomes

“Innovate” is the path for CIOs and IT leaders who want to pursue innovation now — without betting the business on a multiyear rebuild. With it, organizations can expect to preserve their EBS release, avoid unnecessary disruption and accelerate Agentic AI outcomes at the speed the business demands.



# Key advantages of this path

The “Innovate” path emphasizes separating your existing ERP as a “system of record” from a new “system of action” that includes Agentic AI, intelligent workspaces and human-in-the-loop processes. Organizations that choose this path by partnering with Rimini Street can look forward to several benefits:



### Full support for customizations

With Rimini Support, custom code and integrations, critical parts of EBS systems excluded from Oracle support are not only fully supported but covered at no additional cost. Organizations can retain the customizations they’ve built over the years and avoid losing the competitive advantage they’ve gained as a result.



### Up to 50% savings on annual support fees

Switching to third-party support with Rimini Street enables organizations to reduce annual support fees by up to half. With upgrade and migration avoidance, these savings can add up to 90% TCO, which can be redirected to self-fund AI, automation and modernization initiatives within the existing IT budget.



### Roadmap freedom

Organizations can develop their own business-driven roadmap, putting their needs first and technology second. That way, innovation priorities are determined by internal and market demands, not vendor timelines.



### No SaaS lock-in

Taking this path means organizations maintain license ownership and deployment flexibility across their Oracle environments. No SaaS lock-in allows them to avoid the unpredictable costs associated with cloud subscriptions.



### Proactive security

Rimini Protect™ helps proactively secure Oracle EBS without having to wait for vendor-provided security patches and potentially leaving systems vulnerable for months or years. Organizations can leverage tailored solutions that improve overall security posture, offering fast protection against both known and unknown threats.



### Extended EBS lifespan of 15+ years

Embarking on this path enables EBS customers to prolong the life of their fully depreciated release for 15 years or more — no upgrades or migrations required — keeping it stable and secure while innovation happens around the edges, leveraging its highly valuable data.



### Composable architecture and cross-system automation

Through the “Innovate” approach, organizations can modernize via composable architecture and cross-system automation, an increasingly popular route given how ERP is expected to decompose into individual business processes connected by AI and data fabric. This allows AI and automation to extend across the enterprise rather than remaining siloed.

# How the three paths compare

The differences between each path become clearer when viewed side by side. The table below highlights how each option affects key dimensions, including innovation speed, cost, risk, architectural flexibility and — most critically — the ability to modernize and innovate at scale.

	STAGNATE	MIGRATE	INNOVATE
<b>Agentic AI capability</b>	None (Oracle will not deliver Agentic AI to EBS)	Requires Oracle's SaaS apps	Agentic AI across all systems; enterprise-wide workflows
<b>Customizations</b>	Unsupported	Often eliminated or rewritten	Fully supported
<b>Cost</b>	High	Highest (multiyear project + subscription)	Lowest (up to 50% savings fund AI)
<b>Innovation speed</b>	Slow	Very slow (migration first)	Fast (AI in weeks)
<b>Risk &amp; disruption</b>	Medium	Very high	Minimal
<b>Architecture flexibility</b>	Low	Low (vendor lock-in)	High (composable, hybrid, cloud-anywhere)

What it comes down to is this: The vendor-driven strategies — staying on Oracle support or migrating to Fusion — tend to be slow, costly and constrained by external roadmaps, often delaying meaningful AI outcomes.

**An innovation-first approach, by contrast, focuses on:**

- Preserving what already works
- Eliminating forced change
- Achieving enterprise-wide AI in weeks, not years

**Understanding these differences is essential, but it's just the beginning. The next step is turning strategy into execution.**

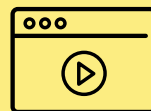
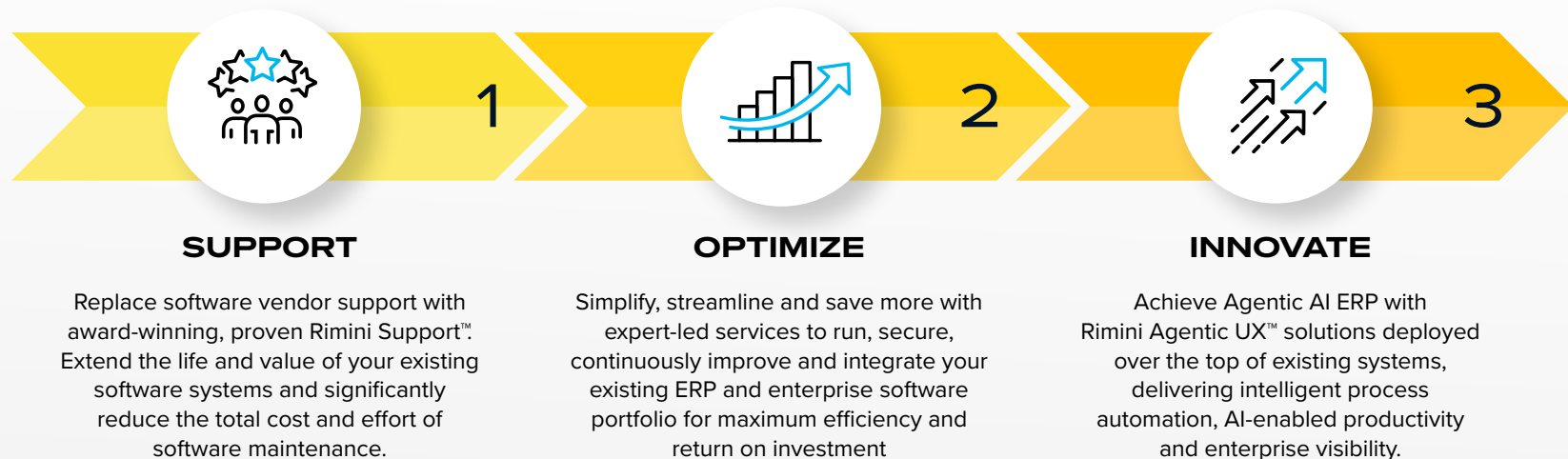
**That's where the Rimini Smart Path™ comes in.**

# The Rimini Smart Path™: Your innovation roadmap

Proven by thousands of leading companies and government agencies, the Rimini Smart Path is a three-step methodology for accelerating innovation without introducing new risk or disruption. Rather than forcing change upfront, it focuses on reducing operational friction first, creating the space and flexibility needed to innovate faster and more effectively.

## How it works:

### Rimini Smart Path™



Watch the  
Rimini Smart Path  
Video

# What the Rimini Smart Path enables

Organizations following the Rimini Smart Path are able to:



## Stabilize and optimize Oracle EBS

Remain fully supported without forced upgrades, preserving system reliability while avoiding unnecessary disruption.



## Build a composable, future-ready architecture

Modernize around the existing EBS environment using modular, best-fit technologies rather than relying on a monolithic system.



## Free up funds to modernize

Reduce ongoing maintenance spend and redirect budget toward AI, automation and other high-impact innovation initiatives.



## Automate across systems and workflows

Enable enterprise-wide automation and orchestration that extends beyond what Oracle's application-bound AI can address.



## Deliver targeted Agentic AI faster

Implement prioritized AI projects with quicker time to value, focusing on the workflows that matter most to the business.



## Avoid vendor lock-in

Maintain control over roadmap decisions while keeping future options open for new technologies and services from other providers.



Ultimately, the Rimini Smart Path helps organizations turn their existing, high-value EBS instance into a launchpad for innovation.

# A foundation built for success

The Rimini Smart Path applies a portfolio of solutions — such as Rimini Support for Oracle EBS — to transform how organizations Support and Optimize their software portfolio so that they can Innovate faster, better, cheaper with Agentic AI ERP.

## It's based upon a foundation of 20 years of service excellence that includes:



### Ultra-responsive, guaranteed support

A 10-minute guaranteed response SLA for P1 and P2 cases (averaging less than two minutes) and a 4-hour target resolution\* SLA for P1 cases ensure critical systems stay available and protected.



### AI-supercharged operations

Patented, proprietary AI apps improve responsiveness and service quality, allowing clients to benefit from unmatched support, speed and skills.



### Proactive security

Fast, cost-effective and personalized security solutions complement existing security strategies and mitigate risk exposure of mission-critical EBS systems.



### Always-on global coverage

Our follow-the-sun model provides continuous, 24/7/365 support coverage across regions and time zones.



### Fast tax, legal and regulatory updates

Rimini Street combines patent-pending tax, legal and regulatory research technology; proven methodologies; and ISO 9001:2015 certified development processes, enabling the fastest “Legislature-to-Live™” update cycle in the industry — often days ahead of software vendors.



### Deep, dedicated engineering expertise

Rimini Support clients are assigned a named, dedicated Primary Support Engineer (PSE) in their region from a team averaging 20+ years of experience that's backed by a global team with in-depth knowledge of Oracle systems.



### Full support for customizations

Comprehensive coverage for custom code and integrations — at no additional cost — ensures the most valuable parts of EBS systems remain fully functional.



### Expert license and advisory

A global team of software license optimization experts helps not only maintain software license compliance and navigate the complexities involved but also achieve desired outcomes.

Rimini Street's Oracle EBS customers enjoy peace of mind knowing they are on the fastest, smartest path and have a trusted, vendor-neutral partner to guide them along their innovation journey.

\*Resolution can be a solution, workaround or action plan.

# Conclusion

**What will you do for the next several years — *Stagnate, Migrate or Innovate?***

Trusted by companies such as [Korean Air](#) and [Tempel Steel](#), the “Innovate” option is a strategic accelerator enabled by the Rimini Smart Path™. It offers the a fast path to AI, enabling enterprise-wide intelligence and automation in weeks rather than years. It delivers the lowest cost by redirecting support spend to innovation. It carries the lowest risk, avoiding forced migrations and large-scale replatforming. And, most importantly, it provides the highest level of flexibility, allowing you to modernize and innovate on your terms — without vendor lock-in.

**Innovation doesn’t require replacing what already works. It requires the right strategy, the right support model and the right partner with a robust roadmap designed for real-world execution.**

## **What to do next:**

- [Discover how to maximize the potential of your Oracle EBS](#)
- [Read success stories from Oracle EBS customers](#)
- [Learn more about Agentic AI ERP](#)
- [Request a Rimini Smart Path roadmap session](#)

**The future of your Oracle EBS environment is a choice. Choose the path that enables innovation now — without disruption.**

Rimini Street, Inc. (Nasdaq: RMNI), a Russell 2000® Company, is a proven, trusted global provider of end-to-end, mission-critical enterprise software support, managed services and innovative Agentic AI ERP solutions and is the leading third-party support provider for Oracle, SAP and VMware software. The Company has signed thousands of IT service contracts with Fortune Global 100, Fortune 500, midmarket, public sector and government organizations that have leveraged the Rimini Smart Path™ methodology to achieve better operational outcomes, billions of U.S. dollars in savings and fund AI and other innovation.

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