



Abbott

# ELEVATE' 26

EVERY STEP. EVERY EFFORT. EVERY GOAL

Q1 2026 Commission Circular

KAM | Osvita Biologics



Dear Team,

As we welcome 2026, I want to start by saying thank you—your passion and commitment have been the driving force behind everything we've achieved so far.

**This year, our theme is Elevate—because success isn't just about moving forward, it's about moving forward with purpose:**

- ✓ **Every Step:** How we progress as one team
- ✓ **Every Effort:** How we work smarter and stay disciplined
- ✓ **Every Goal:** How we aim higher and deliver excellence

Yes, growth expectations are more modest than before, but that only means we need to focus harder, execute better, and think smarter.

**Our 2026 priorities are clear:**

- **Strengthen margins with the right product mix**
- **Deliver on focus brands and NPIs**
- **Maintain business hygiene and compliance**
- **Keep customers at the center of everything we do**

What will make the difference this year is consistency, integrity, and passion. Every call, every interaction, every decision matters.

Together, we can turn challenges into opportunities and make 2026 a year we'll all be proud of.

**Let's Elevate Every Step, Every Effort, Every Goal—and make it count!**



**RAMANATHAN V.**  
MANAGING DIRECTOR AND GENERAL MANAGER  
ABBOTT PRIMARY CARE

A professional headshot of Sanjay Bayad, a man with dark hair and a slight smile, wearing a dark suit jacket over a light blue button-down shirt.

Dear Colleague,

Welcome to 2026! With Elevate as the mindset for 2026, we move forward to strengthen our fundamentals, drive smarter execution, and create impact in every interaction. This year is about making every step purposeful, every effort count, and every goal a steppingstone to sustainable success.

### Key Priorities for 2026

- **Margin Improvement:** Strengthen profitability by optimizing product mix and minimizing claims and discounts.
- **Focus Brand Delivery:** Execute with precision—timely doctor coverage, balanced specialty mix, and strong NPI performance.
- **Business Hygiene:** Keep claims and returns within norms and uphold compliance—integrity is our foundation.
- **Field Excellence:** Meet field working norms, ensure optimal DVL coverage, and maintain accurate reporting.

### Continuing Our Core Focus Areas:

- **Build Focus brands & accelerate NPIs**—make them the centerpiece of your calls.
- **Embrace RCPA culture**—understand HCP preferences and use data to sharpen Rx strategy.
- **Execute with discipline**—2-visit frequency, CLM adoption, and RCPA documentation for 2PC doctors.
- **Put customers first**—meet their needs and build lasting loyalty.
- **Stay consistent**—sustained excellence brings bigger rewards.

Together, let's turn priorities into achievements and make 2026 a year of resilience and success.

**Here's to Elevating Every Step, Every Effort, Every Goal!**

# SANJAY BAYAD

COMMERCIAL DIRECTOR  
ABBOTT PRIMARY CARE

## CIRCULAR CHANGES

# Summary 2025 vs 2026

Type of Commission	2025	2026
<b>Overall and month slabs revised</b>	100-102-105	100-105-110
<b>Brand payout slabs based on price to customer</b>	Yes	NA
<b>Primary achievement target slabs</b>	NA	80-90%, 90-100%, 100%
<b>Quarter and Annual Winback – Month &amp; Brand</b>	90% payout for >=90% of missed month value	80% payout for >=60% of missed month value
<b>Per PFS Kicker if achievement &gt;=100%</b>	1.2X	1.3X

# Brand classification and commission categories

Focus	• Denaxa • Azimbra	Commission Categories
		<ol style="list-style-type: none"><li>1 Monthly Overall</li><li>2 Monthly Brands</li><li>3 Quarter Consistency</li><li>4 Month overall Win-back on Quarter</li><li>5 Month overall Win-back on Annual</li><li>6 Quarter Consistency Win-back</li><li>7 Deduction on claims &amp; doctor coverage norms</li><li>8 Connect Excellence Club (CEC)</li><li>9 New Joiners Commission</li></ol>

# Monthly Overall Commission

Monthly	Slab 1	Slab 2	Slab 3
<b>Overall Achievement</b>	100%	105%	110%
<b>Payout on Overall Ach (of net Primary sales 100% to max 110% ach )</b>	1.80%	2.00%	2.40%

Mid month commission	Payout (INR)
<b>&gt;=40% target achievement by mid month</b>	1500



**Maximum payout = Rs. 22,500/-**  
*(excluding mid month commission)*

## Commission Eligibility:

- Next month value target achievement should be  $\geq 95\%$
- For mid month, month end target should be  $\geq 100\%$
- Month 2pc Dr frequency coverage should be  $\geq 90\%$  or else 10% deduction on eligible payout
- Overall achievement will be capped at 110% for commission calculation
- Target achievements will be rounded off to nearest whole number

# Illustration: Monthly Overall Commission

Scenario	1	2	3	4	5
PMPM in Lakh			4.0		
Primary target (Ach in Lakh)	3.8	4.0	4.2	4.4	4.2
Target ach %	95%	100%	105%	110%	105%
Next month target ach %	95%	95%	95%	95%	93%
% Earnings	0%	1.8%	2.0%	2.40%	2.40%
Calculations	0	$4.0 * 1.8\%$	$4.2 * 2.0\%$	$4.4 * 2.40\%$	0
Monthly overall earnings (INR)	0	7,200	8,400	10,560	0

# Monthly Brand Commission – Denaxa (units)

Denaxa (SKU: Denaxa 60mg/ml SC Inj)	
Month Overall Primary Target Achievement	Monthly Commission per PFS (INR)
=>80% to <90%	INR 100
=>90% to <100%	INR 200
=100%	INR 300
>100%	300 * 1.3 = INR 405

## Commission Eligibility:

- Commission payout calculation will be based on **secondary units**
- **1.3x kicker is applicable per PFS only** if overall month ach  $\geq 100\%$
- Month 2pc dr frequency coverage should be  $>90\%$  or else 10% deduction on eligible payout

# Monthly Brand Commission – Azimbra (units)

Azimbra (SKU : Azimbra PFS 40mg/0.4ml)	
Month Overall Primary Target Achievement	Monthly Commission per PFS (INR)
>=80% to <90%	INR 100
>=90% to <100%	INR 200
=100%	INR 400
>100%	400 * 1.3 = INR 520

## Commission Eligibility:

- Commission payout calculation will be based on **secondary units**
- **1.3x kicker is applicable per PFS only** if overall month primary ach  $\geq 100\%$
- Free Azimbra PFS will not be incentivized
- Month 2pc dr frequency coverage should be  $>90\%$  or else 10% deduction on eligible payout

# Quarter Consistency

**Quarterly consistency commission if overall quarter value ach >=100% INR 6,000 \* M**

M = number of consecutive consistent performance in quarters

## Illustration

Scenarios	Q1	Q2	Q3	Q4	Payout
<b>Scenario 1</b>	101%	102%	102%	103%	= $6000*1 + 6000*2 + 6000*3 + 6000*4$ <b>60,000</b>
<b>Scenario 2</b>	99%	102%	98%	102%	= $0 + 6000*1 + 0 + 6000*1$ <b>12,000</b>
<b>Scenario 3</b>	99%	102%	103%	96%	= $0 + 6000*1 + 6000*2 + 0$ <b>18,000</b>
<b>Scenario 4</b>	100%	103%	102%	99%	= $6000*1 + 6000*2 + 6000*3 + 0$ <b>36,000</b>

## Commission Eligibility:

- Next month after quarter overall value ach should be >=95%
- 2pc Dr. frequency coverage of quarter should be >=90% or else 10% deduction of eligible payout

# Month Win-back on same Quarter

**Criteria:** If monthly commission is missed due to month overall ach < 100%

OR due to next month ach < 95%

BUT if same quarter (that contains missed month) ach  $\geq$  100%

THEN employee is eligible for winback of missed month earning if missed month ach is min 60%

**Reward:** 80% of month payout on 100% slab

Period	Overall Value Ach%	Overall Commission	Eligible amount (assume 3 lakh PMPM)
Month 1	73%	80% of month win-back	3 lakh * 1.8% * 80% = INR 4,320
Month 2	100%	Earned	-
Month 3	108%	Earned	-
Quarter	100%	-	-

## Commission Eligibility :

- Missed month overall ach should be  $\geq$  80% to be eligible for win-back
- Missed month (Denaxa + Azimbra combined) value achievement should be  $\geq$  80% for Win-back
- Missed month 2pc dr frequency coverage should be 90% or else 10% deduction applicable on eligible amount
- Mid-month phasing commission and subsequent month clause is not applicable for month winback

# Month Win-back on Annual

**Criteria:** If monthly commission is missed due to month overall ach < 100% **OR** due to next month ach < 95%  
**AND** missed winback due to same quarter ach < 100% **BUT** Annual i.e., YTD Dec'26 overall ach >=100%  
**THEN** employee is eligible for winback of missed month earning if missed month ach is min 60%

**Reward:** 80% of month payout on 100% slab

Period	Overall Value Ach%	Overall Commission	Eligible amount (at 3 Lakh PMPM)
Month 1	73%	No earning	3L * 1.8% * 80% = INR 4,320
Month 2	100%	Earned	
Month 3	105%	Earned	
Quarter	99%	Quarter not achieved	
Annual	101%	80% of Month 1 month commission	

## Commission Eligibility :

- Missed month overall ach should be >= 80% to be eligible for win-back
- Missed month (Denaxa + Azimbra combined) value achievement should be >= 80% for Win-back
- Missed month 2pc dr frequency coverage should be 90% or else 10% deduction applicable on eligible amount
- Mid-month phasing commission and subsequent month clause is not applicable for month winback

# Brand Win-back on same Quarter

IF Monthly brand commission is missed due to **Brand Value Ach % < 100% or Due to next month Brand ach<95%**

**THEN 80% win-back of missed brand monthly commission will be applicable at 100% payout slab**

**Eligible brands: Febustat 40mg , Rejoint Group (Rejoint New, Rejoint T, Rejoint UC, Rejoint UC Plus)**

**Win-back is also applicable for brands based on units i.e., if commission is missed due to either unit Ach% OR value Ach% <100%)**

**Eligibility clauses:**

**For the Quarter (in which Brand monthly commission was missed):**

- Brand value ach%  $\geq 100\%$  AND Overall quarter value ach%  $\geq 95\%$
- For brands based on units, both unit ach % AND value % ach of the brand  $\geq 100\%$
- If missed month overall ach is  $>80\%$  to  $<100\%$ , 80% of the eligible amount minus the payout already done for the missed month (e.g., INR 200, INR 100) will be applicable per PFS

**For the Missed month:**

- Brand value ach %  $\geq 60\%$  AND Brand unit ach %  $\geq 60\%$  (Only for brands based on units)
- Overall month value ach %  $\geq 95\%$
- Dr 2PC frequency coverage  $\geq 90\%$ , else 10% deduction applicable on the eligible amount.

# Brand Win-back on Annual

IF Monthly brand commission is missed due to **Brand Value Ach % <100% and Quarter Brand Value Ach of the missed month <100% or Due to next month Brand ach <95%**

**THEN 80% win-back of missed brand monthly commission will be applicable at 100% payout slab**

**Eligible brands: Febustat 40mg , Rejoint Group (Rejoint New, Rejoint T, Rejoint UC, Rejoint UC Plus)**

**(Win-back is also applicable for brands based on units i.e. if commission is missed due to either unit Ach % or value Ach % <100%)**

## **Eligibility clauses:**

### **For Annual:**

- Brand value ach%  $\geq 100\%$
- Overall Annual value ach%  $\geq 95\%$
- For brands based on units, both unit ach % AND value % ach of the brand  $\geq 100\%$
- If missed month overall ach is  $>80\%$  to  $<100\%$ , 80% of the eligible amount minus the payout already done for the missed month (e.g., INR 200, INR 100) will be applicable per PFS

### **For the Missed month:**

- Brand value ach %  $\geq 60\%$  AND Brand unit ach %  $\geq 60\%$  (Only for brands based on units)
- Overall month value ach %  $\geq 95\%$
- Dr 2PC frequency coverage  $\geq 90\%$ , else 10% deduction applicable on the eligible amount.

# Quarter Consistency Win-back

**Criteria :** In case employee has missed earning quarter consistency commission for any quarter due to quarter overall ach <100% OR due to next month ach < 95%

**BUT** Annual i.e., YTD Dec'26 overall ach  $\geq 100\%$

**THEN** Employee is eligible for winback of missed quarter earning

**Win-back Reward** =  $90\% * 6000 = \text{Rs.}5,400$  (no multiplier is applicable)

Scenario	Q1	Q2	Q3	Q4	Annual	Win-back reward
<b>Scenario 1</b>	101%	102%	103%	98%	101%	$0 + 0 + 0 + 90\% * 6,000(\text{Q4}) = 5,400$
<b>Scenario 2</b>	102%	99%	98%	105%	101%	$0 + 90\% * 6,000(\text{Q2}) + 90\% * 6,000(\text{Q3}) + 0 = 10,800$

## Commission Eligibility :

- Missed quarter overall ach should be  $\geq 90\%$  to be eligible for winback
- Missed quarter 2pc dr frequency coverage should be 90% or else 10% deduction applicable on eligible amount
- Subsequent month clause is not applicable for quarter winback

***Assuming all other qualifying conditions are met***

# Deduction on Claims

If actual claims >0.50%, then 0.5x deduction from net sales on monthly, quarter, CEC, new joiner and all eligible commissions

**Division claims benchmark 0.50%**

**Illustration:** Assuming Target of 5 lakh

Scenario	Claims Value	Primary Sales value (Net Sales Value)	% Claims of Net Sales value	Deduction from Net Primary Sales value	Additional claims deduction from Net Primary sales value	Primary Value for Commission Calculation	Final Target % Ach for Commission
Scenario 1	20,000	5,00,000	4%	0.5x	10,000	4,90,000	98%
Scenario 2	5,000	5,10,000	1%	Nil	0	5,10,000	102%

# Deduction on Doctor Coverage

If 2pc frequency for the month/quarter (post consideration\*) is <90%,  
**there will be 10% deduction of the eligible commission payout**

Applicable on monthly, quarter, NPI Champions , CEC and all eligible commissions

For **CEC eligibility**, 2pc frequency and Dr coverage (post consideration\*) of  $\geq 90\%$  is a must

**For New Joiners , the same will be applicable on call average norms**  
Refer detailed eligibility clauses mentioned in Appendix



# Connect Excellence Club

# VIETNAM

CEC Eligibility	Requirement
<b>Tickets Based on YTD Achievement</b>	<ul style="list-style-type: none"><li>• 1 Ticket: Overall YTD Ach <math>\geq</math> 110%</li><li>• 2 Tickets: Overall YTD Ach <math>\geq</math> 115%</li></ul>
<b>Performance Requirements</b>	<ul style="list-style-type: none"><li>• Focus Brand TA <math>\geq</math> 100%</li><li>• NPI TA <math>\geq</math> 100%</li><li>• January 2027 TA <math>\geq</math> 100%</li></ul>
<b>Coverage &amp; Frequency</b>	<ul style="list-style-type: none"><li>• Annual Doctor Coverage <math>\geq</math> 90%</li><li>• Annual 2-PC Doctor Frequency <math>\geq</math> 90%</li></ul>
<b>Additional Conditions</b>	<ul style="list-style-type: none"><li>• YTD Dec Months on Overall Target <math>\geq</math> 8/12</li><li>• DOJ or before first onboarding on 1st of May 2026.</li><li>• Q4 Max Capping for NPI is 120% for CEC</li></ul>

# New Joiners Commission

New Joiners' Monthly Commission	
Overall Achievement	80% - 100% (max)
Payout on Overall Ach (of net Primary sales 100% max )	1.8%



Mid month commission	Payout (INR)
>=40% target achievement by mid month	1500

**Maximum payout = Rs. 22,500/-**  
*(excluding mid month commission)*

## Commission Eligibility:

- This Commission is applicable for the first 3 months post onboarding of the candidate.
- If the onboarding is after the 15th of the month, this Commission will be applicable from subsequent month – e.g. if DOJ is 16th Jan, this commission eligibility will start from Feb & onwards.
- Transfer cases will not be considered as new joiners
- For mid month commission, month end target ach should be  $\geq 100\%$
- Claims deduction will be applicable for new joiner's commission as outlined on claims page
- Dr. Call average of F2F calls  $\geq 11$  per day or else 10% deduction on eligible payout
- For the month of joining and the next 2 months – the new joiners' Dr. coverage and 2pc frequency will be defaulted at 90% (If the actual coverage or 2 pc frequency coverage is higher than 90% , then the actuals will be considered)

# Commission payment schedule and DOJ conditions

## MONTHLY COMMISSION

Month+ Brand Commission	Payout Month
Jan'26	Mar'26
Feb'26	Apr'26
Mar'26	May'26
Apr'26	Jun'26
May'26	Jul'26
Jun'26	Aug'26
Jul'26	Sep'26
Aug'26	Oct'26
Sep'26	Nov'26
Oct'26	Dec'26
Nov'26	Jan'27
Dec'26	Feb'27

## OTHER COMMISSIONS

Commission Type	Payout Month
NPI Champion Q1'26	May'26
NPI Champion Q2'26	Aug'26
NPI Champion Q3'26	Nov'26
NPI Champion Q4'26	Feb'27
Consistency Q1'26	May'26
Consistency Q2'26	Aug'26
Consistency Q3'26	Nov'26
Consistency Q4'26	Feb'27
Connect Excellence club	As per SLT decision

## DOJ CLAUSE FOR COMMISSION

Commission period	DOJ Terms	Payout Month
Monthly /win-back Commission	On or before 15 <sup>th</sup> Calendar day of Month	May'26/Aug'26/ Nov'26/Feb'27
Quarterly consistency win-back	On or before 15 <sup>th</sup> of 2 <sup>nd</sup> month of Quarter	Mar'26
Annual CEC Commission	On or before 1 <sup>st</sup> Onboarding of May'26	As per SLT discussion

\*Note-

1. The payment schedule above is applicable for regular payouts.
2. Payouts subject to exception approvals may vary case by case

# Detailed Eligibility clauses – Coverage considerations

1. Only approved leaves will be considered for coverage.
2. No consideration to be provided if **leaves are not applied/approved** in the system on time
3. Effort Data will be extracted from system on **3<sup>rd</sup> calendar** day of the month. Employees are strongly advised to complete reporting for the previous month by **2<sup>nd</sup> calendar day** of the current month
4. Leaves (for the previous month) which are applied and approved before the **3<sup>rd</sup> calendar** day of the month would only be considered

**Only the below category of absence will be considered for coverage. No other categories of absence (approved or unapproved) will be considered.**

CATEGORY OF APPROVED ABSENCE	COVERAGE CONSIDERATION?	REMARKS
Covid-19	Yes	
Need based leave	Yes	Sick should be mentioned as reason
Sick leave	Yes	
Earned Leave	Yes*	*if Above 3 days of earned leaves are availed in a month . Earned leave from Day 4 will be considered for coverage leeway
Bereavement Leave	Yes	
Camp/Clinic/Activity (Health Clinic)	Yes	
Conference	Yes	
CSM	Yes	Residential and non-residential
Meeting	Yes	

CATEGORY OF APPROVED ABSENCE	COVERAGE CONSIDERATION?	REMARKS
Training/ Induction	Yes	
Transit	Yes*	If Transit is more than 1 day in a month , Transit Day 2 onwards will be considered for coverage leeway
Taxi Tour	Yes	
Natural Calamity	Yes	
I care Day	Yes	
Election day	Yes	
Vaccination Day	Yes	
Maternity Leave	Yes	
Paternity Leave	Yes	

# General terms and conditions

1. Actual net sales captured in the sales analyser report will be used for calculating Commission pay-outs of value sales
2. All sales achievement in % will be rounded off to nearest integer. For example: 99.5 will be considered as 100 and 99.49 as 99
3. **For all CEC qualifiers :**
  - a. In case an employee retires before actual trip, employee will be rewarded with cash as per company decision post trip completion
  - b. In case an employee leaves due to resignation before actual trip, employee will be rewarded with cash as per company decision, only if employee is in service (including notice period)
  - c. In case an employee is transferred/promoted within same BU or to different BU in APC before actual trip, employee will be Eligible for travel basis previous HQ/role
  - d. In case an employee is transferred/promoted to different affiliate from APC before actual trip, employee will be rewarded with cash as per company decision post trip completion.
  - e. Cash amount in lieu of the trip is at the discretion of the APC Senior Leadership Team
4. No consideration will be given for pending orders for any reason including non-availability, shortages, credit blocking, last moment of monthly billing, etc.
5. Taxation on Commissions will be applicable as per prevailing tax rules
6. **Any request raised after 45 days of Commission disbursement will not be entertained**, and no exception will be considered. All exception cases should be routed to SFE team through 1Point.
7. All Effort KPIs (Total doctor coverage, 2pc frequency coverage, Call average, Field workdays, Leaves, etc.) captured from Abbworld will be Final. Abbworld data will be extracted on **3<sup>rd</sup> calendar day of next month** for all Commission calculations. **Any addition, deletion & reporting done after 2<sup>nd</sup> calendar day of next month will not be considered for Commissions. No exception or recommendation will be considered without BU & Commex approval**

# General terms and conditions

8. Employee should be in the service including notice period at the time of disbursement of Commissions
9. The management reserves the right to modify, revise or withdraw the Commission scheme either in part or in whole at any time during the year without assigning any reason
10. Any pending recoveries on account of cheque bounce will result in reversal of paid Commissions and up-holding of future Commissions including international trip (to the tune of unrecovered amount) as per management discretion
11. NSM/DH/Management has all the rights to withhold/recover Commissions if anyone is found influencing sales through unethical means
12. All decisions regarding disputes related to Commission scheme rests with Commercial Excellence team
13. Next month clause will be waived off for an Employee who is transferred to a different Abbott affiliate or transferred to HO or who is going to get Retired, after completion of entire Commission performance period
14. In case of any non-compliance of related policies, in addition to other remedies available to Abbott, Abbott reserves the right to deduct your commissions as per compliance guidelines.
15. For All Queries and Exception related to Commission please reach out to 1Point team at [1point@abbott.com](mailto:1point@abbott.com) or Toll-free no : 1800 120 1201



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