



Abbott

ELEVATE' 26

EVERY **STEP**. EVERY **EFFORT**. EVERY **GOAL**

Q1 2026 Commission Circular

TBM | Osvita





RAMANATHAN V.

MANAGING DIRECTOR AND GENERAL MANAGER
ABBOTT PRIMARY CARE

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!



SANJAY BAYAD

COMMERCIAL DIRECTOR
ABBOTT PRIMARY CARE

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!

CIRCULAR CHANGES

Summary 2025 vs 2026

Type of Commission	2025	2026
Slabs Revised based on 2026 targets	100-102-105	100-105-110
Quarter and Annual Winback – Month & Brand	90% payout for >=90% of missed month value	80% payout for >=80% of missed month value
Annual and Qtr Winback Kicker Clause	NA	Febustat and Rejoint group value achievement in missed month ach should be >= 80%
NPI Quarter Commission	NA	No Change

Brand classification and commission categories

Focus	<ul style="list-style-type: none">• Febustat• Rejoint Group (Rejoint New, Rejoint T, Rejoint UC, Rejoint UC Plus)• Rocaltrol 0.25
NPI	<ul style="list-style-type: none">• Rocaltrol 0.5

Commission Categories

- 1 Monthly Overall
- 2 Monthly Focus Brand
- 3 Monthly Brands - value
- 4 Quarter NPI Champion
- 5 Quarter Consistency
- 6 Month Win-back
- 7 Brand Win-back
- 8 Quarter Consistency Win-back
- 9 Deduction on claims & doctor coverage norms
- 10 Connect Excellence Club (CEC)
- 11 New Joiners Commission

Monthly Overall Commission

Monthly	Slab 1	Slab 2	Slab 3
Overall Achievement	100%	105%	110%
Payout on Overall Ach (of net Primary sales 100% to max 105% ach)	2.25%	2.40%	2.55%



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

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

Commission Eligibility:

- Next month value target achievement should be >=95%
- For mid month, month end target should be >=100%
- Month 2pc Dr frequency coverage should be >=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	6
PMPM in Lakh	6					
Primary target (Ach in Lakh)	5.7	5.4	5.7	6	6.3	6.9
Target ach %	95%	100%	102%	105%	110%	115%
Next month target ach %	95%	95%	95%	95%	93%	95%
% Earnings	0%	2.25%	2.25%	2.40%	2.55%	2.55%
Calculations	5.7*0%	5.4*2.25%	5.7*2.25%	6*2.4%	6.3*2.55%	6.9*2.55%
Monthly overall earnings (INR)	0	12,150	12,825	14,400	0	17,595

Monthly Focus Brand Commission – Febustat (units)

Febustat 40 mg 15s(On Unit)			
Target Unit PMPM slab	Payout @100% unit ach	Payout @105% unit ach	Payout @110% unit ach
<800	3,000	4,500	5,200
>=800 to <1300	5,500	9,500	11,000
>=1300	10,000	15,000	17,000

Target Unit PMPM slab	Payout at 115% ach	Payout at 120% ach	Payout at 125%	Payout at 130%
<800	6,000	7,000	8,000	9,000
>=800 to <1300	12,500	14,000	15,000	16,000
>=1300	19,000	21,000	23,000	25,000

Commission Eligibility:

- Febustat group (20mg/40mg/80mg) monthly value ach should be >=100%
- Next month brand value achievement for Febustat group (20mg/40mg/80mg) should be >=95%
- Overall month value ach should be >=95%
- Month 2pc dr frequency coverage should be >90% or else 10% deduction on eligible payout

Illustration: Monthly Focus Brand – Febustat (units)

Target Units PMPM slab for Febustat	Month Brand Unit Ach %	Month Overall Value Ach %	Febustat group (20/40/80) Value Ach	Earnings (INR)
340	100%	94%	98%	0
400	99%	100%	100%	0
560	100%	95%	100%	3,000
680	110%	95%	100%	5,200
840	105%	98%	105%	9,500
1180	130%	100%	115%	16,000
1300	110%	102%	110%	17,000
1400	125%	102%	120%	25,000

Assuming all other qualifying conditions are met

Monthly Focus Brand Commission – Febustat 20 Tab (units)

FEBUSTAT 20 TAB (On Unit)

Ach Unit PMPM slab	Payout @110% unit ach
>=120	Flat Payout 1000

Commission Eligibility:

- Febustat Tab (20mg) monthly value ach should be >=110%
- Next month brand value achievement for Febustat group (20mg) should be >=100%
- Overall month value ach should be >=95%
- Month 2pc dr frequency coverage should be >90% or else 10% deduction on eligible payout

Month Brand Commission – Rejoint group

Rejoint Group - Rejoint New, Rejoint T, Rejoint UC, Rejoint UC Plus (On Value)			
Target Value PMPM slab	Payout @100% value ach	Payout @105% value ach	Payout @110% value ach
<75,000	1,600	2,000	2,400
>=75,000 to <1,75,000	3,200	4,200	5,000
>=1,75,000	6,000	7,000	8,000

Commission Eligibility:

- Overall month value ach should be >=95%
- Month 2pc dr frequency coverage should be >90% or else 10% deduction on eligible payout
- Next month Rejoint group tab value target achievement should be >=95%

Illustration: Month Brand Commission – Rejoint group

Target Value PMPM slab	Month Brand Value Ach %	Month Overall Value Ach %	Next Month Brand Value Ach %	Earnings (INR)
50,000	100%	93%	100%	0
55,000	99%	95%	102%	0
60,000	100%	99%	101%	1,600
85,000	105%	100%	105%	4,200
1,00,000	108%	98%	100%	4,200
1,80,000	110%	95%	103%	8,000
1,70,000	105%	102%	94%	0

Assuming all other qualifying conditions are met

Quarterly NPI Champions

Criteria : If quarter NPI combined value target ach $\geq 100\%$, flat payout of INR 4,000

NPI Brands: Rocaltrol 0.5, Rejoint Active

Quarter NPI Value Ach slab	Payout amount
$\geq 40,000$ to $< 60,000$	4000
$\geq 60,000$ to $< 80,000$	6000
$\geq 80,000$	7500

Commission Eligibility

- Overall quarter value ach should be 95%
- 2pc dr frequency coverage should be $> 90\%$ or else 10% deduction on eligible payout
- No achievement capping applicable for NPI Champions Commission
- Q4 Max Capping for NPI is 120% for CEC

Illustration: Quarterly NPI Champions

NPI Quarter Value Ach slab	NPI group ach %	Quarter Overall Ach %	Multiplier	Quarter Payout (INR)
40,000	100%	95%	1	4,000
55,000	101%	99%	1	4,000
65,000	100%	100%	1.2	6,000
70,000	100%	94%	1.5	0
80,000	100%	98%	1.5	7,500

Assuming all other qualifying conditions are met

Quarter Consistency Award

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

M = number of consecutive consistent performance in quarters

Illustration

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

Commission Eligibility:

- Next month after quarter overall value ach should be $\geq 95\%$
- 2pc Dr. frequency coverage of quarter should be $\geq 90\%$ 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 >= 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 80%

Reward: 80% of month payout on 100% slab

Period	Overall Value Ach%	Overall Commission	Eligible amount (assume 5 lakh PMPM)
Month 1	85%	80% of month win-back	$5L * 85\% * 2.25\% * 80\% = 7,650$
Month 2	100%	Earned	-
Month 3	115%	Earned	-
Quarter	100%	Earned	-

Commission Eligibility :

- Missed month overall ach should be >= 80% to be eligible for winback
- Missed Month Febustat and Rejoint group value ach >=80% to be eligible for win-back
- Missed month 2pc dr frequency coverage should be 90% or else 10% deduction applicable on eligible amount
- Monthly win-back is not applicable to mid-month phasing Commission
- 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 80%

Reward: 80% of month payout on 100% slab

Period	Overall Value Ach%	Overall Commission	Eligible amount (at 5 Lakh PMPM)
Month 1	85%	80% of month win-back	$5L * 85\% * 2.25\% * 80\% = 7,650$
Month 2	100%	Earned	-
Month 3	115%	Earned	-
Quarter	100%	Quarter not achieved	-
Annual	101%	80% of Month 1 month commission	-

Commission Eligibility :

- Missed month overall ach should be >= 80% to be eligible for winback
- Missed Month Febustat and Rejoint group value ach >=80% to be eligible for win-back
- Missed month 2pc dr frequency coverage should be 90% or else 10% deduction applicable on eligible amount
- Monthly win-back is not applicable to mid-month phasing
- 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% $\geq 100\%$
- Overall quarter value ach% $\geq 95\%$
- For brands based on units, both unit ach % AND value % ach of the brand $\geq 100\%$

For the Missed month:

- Brand value ach % $\geq 80\%$
- Brand unit ach % $\geq 80\%$ (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 $\geq 100\%$

For the Missed month:

- Brand value ach % $\geq 80\%$
- Brand unit ach % $\geq 80\%$ (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 = $90\% \times 6000 = \text{Rs.}5,400$ (no multiplier is applicable)

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

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

NPI Champions Quarter Win-back

Criteria : If Annual NPI value target ach $\geq 100\%$, then 90% payout of eligible slabs of missed quarter

NPI Brands: Rocaltrol 0.5

Annual NPI Qtr PMPM Value Ach slab	Payout amount for missed Qtr
$\geq 40,000$ to $< 60,000$	$90\% * 4,000 = 3,600$
$\geq 60,000$ to $< 80,000$	$90\% * 6,000 = 5,400$
$\geq 80,000$	$90\% * 7,500 = 6,750$

Commission Eligibility

- Overall missed quarters value ach should be $\geq 95\%$
- NPI combined YTD value ach should be $\geq 100\%$
- 2pc dr frequency coverage should be $\geq 90\%$ or else 10% deduction on eligible payout

Deduction on Claims

If actual claims >3.23%, then 0.5x deduction from net sales on monthly, quarter, CEC, new joiner and all eligible commissions

Division claims benchmark 3.23%

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 >=90% is a must

Illustration

Scenarios	2pc frequency	Deduction Applicable	Eligible Pay	Actual Pay after deduction (INR)
Scenario 1	88%	10%	10,000	$10,000 - (10\% * 10,000) = 9,000$
Scenario 2	76%	10%	12,000	$12,000 - (10\% * 12,000) = 10,800$

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

New Joiners Commission

New Joiners' Monthly Commission	
Overall Achievement	80% - 100% (max)
Payout on Overall Ach (of net Primary sales 100% max)	2.25%



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 >=100%
- Claims deduction will be applicable for new joiner's commission as outlined on claims page
- Dr. Call average of F2F calls >=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

**Note-*

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

DOJ CLAUSE FOR COMMISSION

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

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 **3rd calendar** day of the month. Employees are strongly advised to complete reporting for the previous month by **2nd calendar day** of the current month
 4. Leaves (for the previous month) which are applied and approved before the **3rd 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	CATEGORY OF APPROVED ABSENCE	COVERAGE CONSIDERATION?	REMARKS
Covid-19	Yes		Training/ Induction	Yes	
Need based leave	Yes	Sick should be mentioned as reason	Transit	Yes*	If Transit is more than 1 day in a month , Transit Day 2 onwards will be considered for coverage leeway
Sick leave	Yes		Taxi Tour	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	Natural Calamity	Yes	
Bereavement Leave	Yes		I care Day	Yes	
Camp/Clinic/Activity (Health Clinic)	Yes		Election day	Yes	
Conference	Yes		Vaccination Day	Yes	
CSM	Yes	Residential and non-residential	Maternity Leave	Yes	
Meeting	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 **3rd calendar day of next month** for all Commission calculations. **Any addition, deletion & reporting done after 2nd 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 or Toll-free no : 1800 120 1201



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