A ASHUR · SALES

GUIDE · FOR EVERY EMPLOYEE

How your profits are worked out Sales commissions in plain words

You earn on money that is collected, not on invoices. Half of your share is paid every month. The other half waits and is paid every three months as you reach your target.

Sales · every seller, sales manager and area manager · 30 October 2026

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01

The whole idea in four steps

> You earn on money that is collected, not on invoices. Half of your share is paid every month. The other half waits and is paid every three months as you reach your target.

1

The money comes in

A customer pays an invoice or a contract. Only money actually collected counts — an unpaid invoice earns nothing yet.

2

Your share is worked out

A percentage of what was collected, after any broker's share, raised or lowered by how good the selling price was and cut if the money came very late.

3

Half now, half waits

Each month half of the seller's and the sales manager's share is paid. The other half is held in your name. The area manager is paid in full.

4

Every three months

What waits is paid in proportion to how much of your target you have reached so far. What is still held at the end of the year lapses.

No signatures and no forms. The system works it out from the sales, the payments and the targets. Finance pays it between the **15th and the 20th** of the next month, separately from the salary.

02

Who gets what

A percentage of the money collected, at the full rate:

1%

The seller

Whoever made the sale — a rep, a sales manager, or a rep from another line.

0.5%

The sales manager

The seller's sales manager. On a line with no reps, the line's own sales manager — on every sale of that line, his own too.

0.25%

The area manager

The manager of the region the customer is in. Paid in full every month — he is not held to a target.

A sale counts when

- ✓ The private sector, and direct purchase orders from government hospitals.
- ✓ On the net sale: after a broker's commission, if there is one.
- ✓ The sales manager has signed the price, so the amount is final.

Outside this calculation: Kimadia and the ministries, health directorates, governorates, semi-official bodies, contractor projects and deals a manufacturer sent us are rewarded case by case by management — they are outside this monthly calculation.

03

A good price earns more, a late payment earns less

The system divides the selling price by the purchase price. That number moves your percentage up or down.



Selling ÷ purchase	Your percentage	Seller · manager · area
1.4 or less	nothing	The sale still counts toward the target.
1.4 to 1.5	rising to the full rate	
1.5 to 1.7	the full rate	1% · 0.5% · 0.25%
1.7 to 2.5	rising to double	
2.5 or more	double	2% · 1% · 0.5%

When the money comes late

The first 90 days after the due date are free. After that the percentage loses a fifth for every month of delay.

full	−20%	−40%	−60%	−80%	nothing
up to 90 days	91 – 120 days	121 – 150 days	151 – 180 days	181 – 210 days	more

04

One month, worked through

Ahmed, a rep, sold an ultrasound. The customer paid 10,000,000 IQD this month, on time. The purchase price was 6,250,000, so the price ratio is 1.6 — the full rate.

Who	Rate	Share (IQD)	Paid now	Held to the target
Ahmed — seller	1%	100,000	**50,000**	50,000
His sales manager	0.5%	50,000	**25,000**	25,000
The area manager	0.25%	25,000	**25,000**	—

If the same money had come 140 days late (50 days past the free 90), the rate would lose 40%: Ahmed's share becomes 60,000 — 30,000 now and 30,000 held.

When a payment waits

- ✓ No seller is named on the sale.
- ✓ The sales manager has not signed the price yet.
- ✓ The purchase price is not known yet.

The money is not lost: it enters the first month after the reason is fixed.

05

The target and the three months

The target is the manufacturer’s yearly target. The sales manager splits it among his reps; he himself is measured on the whole target, all of Iraq. Every amount collected counts toward it — even sales that earn no commission.

End of March	End of June	End of September	End of December
¼ of the year	½ of the year	¾ of the year	the whole year

At each of these dates, what you collected since 1 January is compared with the target up to that date. The held money is paid in the same proportion, never more than is held.

Example — Sara, a rep with a yearly target of 1,000,000 USD

March	Held so far 300,000 IQD. Target to date 250,000 USD; she collected 200,000, that is **80%**.	Paid **240,000** · 60,000 keeps waiting
June	Held so far 500,000 IQD. Target to date 500,000 USD; she collected 525,000, that is **105%**, counted as 100%.	Paid the rest: **260,000**

Good to know

- A shortfall made up later counts: reaching the target in June pays what March kept.
- What was paid is never taken back, even if a later quarter is weaker.
- What is still held on 31 December lapses.
- Money is paid with the run of the quarter’s last month — so the March share comes between 15 and 20 April.

06

Three rules that protect the company

Every manufacturer matters

If you are under **50%** of the target with any one manufacturer, nothing held is paid that quarter — even if another manufacturer is far above. A weak line can cost us the agency.

A team three months below 60%

If a line collects under **60%** of its monthly target for three months running, its monthly half is stopped too. If the team makes up the shortfall in the three months that follow, everything stopped is paid back; if not, it lapses.

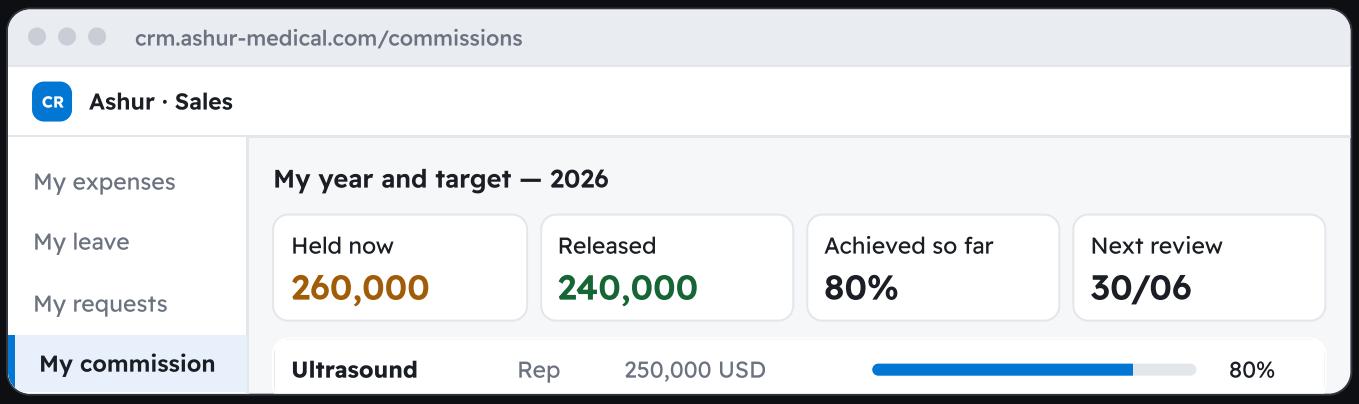
Leaving the company

Whoever leaves is paid what is held in proportion to his target up to the day he left. The rest lapses.

A line with no reps: Whoever sells takes the 1%. The line's sales manager takes the 0.5% on every sale of the line. What is held there is measured against the whole manufacturer target and everything the line collected.

Where you see it

Open the sales system, go to **My space → My commission**. You see this month as it stands, your year and target, what is held for you, and every month you were paid.



Drawn screen — figures are examples.

Each month

A notice tells you what is paid, what is held and what lapsed.

Your target

A notice tells you your share when the sales manager sets it.

Sales managers

Split each target among the reps on the Vendor targets page.

07

Questions people ask

? I invoiced a big sale. Do I earn now?

No. You earn as the customer pays — each payment in the month it comes in.

? Is the held half lost?

No. It is yours as you reach the target. Only what is still held at the year's end lapses.

? I reached 90% of the quarter. Do I get anything?

Yes, 90% of what is held. The rest waits for the next quarter.

? Is there still a yearly bonus of salaries?

No. The held half paid against the target replaces it.

? Who signs my commission?

Nobody. Like the salary, it is worked out by the system and paid by Finance.

? Does a sale below a 1.4 price ratio help me?

Yes for the target — it counts. No commission is paid on it.

? I have no target yet.

Ask your sales manager to split the manufacturer target. Without a share, what is held for you cannot be paid.

? I see a different number on the screen.

This month's screen is live until the month is posted. The posted month is what is paid.

Questions about your own figures go to Finance. Questions about your target go to your sales manager.