



EMS Cooperative Report Cards

Prepared by PwC

All Operators' Results

Period
Quarter 3 2021



EMS Operator			Performance Award Criteria					Performance Award Prerequisites										
Rank	Name	Membership Status	On-time end-to-end (as origin)	On-time Transmission	Customer Service Response Quality	Export Growth Volume	Participation in Pay-for-Performance	On-time Export	On-time Transport	On-time Delivery	M40 compliance	Time in customs <24h	E2E in elapsed time Zone 1 to Zone 1	PREDES over No. of Partners	RESDES over PREDES	Prov. of Delivery Info	ITMATT over EMC	
			Gold: 90% Silver: 85% Bronze: 80%	Gold: 98% Silver: 96% Bronze: 94%	Gold: 95% Silver: 94% Bronze: 93%	Gold: + Silver: + Bronze: +	Gold: 95% Silver: 90% Bronze: 85% or signatory of PfP multilateral	>=95%	>=80%	>=95%	Yes	>=80%	max 5 days for 80% of outbound traffic	>=95%	>=95%	>=99%	>=60%	
1	Viet Nam	Yes	92%	99%	94%	19%	93%	Yes	90%	96%	99%	Yes	↓75%	53%	100%	95%	100%	↑75%
2	Ukraine	Yes	84%	94%	95%	406%	59%	Yes	↑97%	89%	99%	↑Yes	89%	11%	98%	↓94%	100%	98%
3	United Arab Emirates	Yes	74%	98%	96%	26%	31%	Yes	↑98%	71%	99%	Yes	98%	40%	100%	93%	100%	78%
4	Togo	Yes	69%	96%	100%	64%	72%	Yes	79%	73%	100%	Yes	100%	51%	100%	84%	100%	86%
5	Qatar	Yes	93%	97%	95%	90%	28%	Yes	100%	94%	100%	No	↑83%	49%	100%	92%	100%	↑93%
6	El Salvador	Yes	87%	100%	94%	163%	87%	Yes	↑96%	↑92%	↑100%	No	100%	36%	↑95%	84%	100%	96%
7	Estonia	Yes	92%	97%	87%	1%	59%	Yes	↑99%	74%	70%	Yes	42%	22%	100%	↓92%	97%	96%
8	Czech Rep.	Yes	67%	99%	93%	28%	56%	Yes	↓93%	63%	↓90%	Yes	65%	66%	100%	96%	↓98%	49%
9	Belarus	Yes	55%	94%	93%	30%	93%	Yes	93%	47%	96%	↑Yes	↑92%	37%	100%	↓91%	99%	↑87%
10	Ghana	Yes	77%	99%	96%	52%	63%	Yes	93%	↑80%	↑95%	No	100%	25%	96%	83%	98%	87%
11	Slovakia	Yes	63%	97%	94%	6%	89%	Yes	91%	60%	91%	Yes	41%	66%	100%	97%	↑100%	23%
12	Kazakhstan	Yes	56%	98%	89%	28%	90%	Yes	79%	57%	92%	Yes	97%	12%	99%	96%	98%	58%
13	Madagascar	Yes	67%	80%	81%	188%	78%	Yes	↑97%	59%	92%	↑Yes	100%	11%	98%	83%	98%	↑75%
14	Malaysia	Yes	89%	99%	91%	-12%	82%	Yes	96%	87%	91%	Yes	85%	61%	98%	97%	98%	98%
15	Rwanda	Yes	70%	100%	87%	137%	73%	Yes	99%	63%	100%	No	100%	35%	100%	77%	100%	75%
16	Slovenia	Yes	71%	94%	99%	49%	86%	Yes	91%	77%	↓87%	No	41%	75%	98%	↑97%	↓98%	26%
17	Moldova	Yes	55%	100%	92%	34%	99%	Yes	60%	70%	92%	No	100%	24%	100%	95%	100%	74%
18	Cape Verde	Yes	75%	94%	92%	51%	68%	Yes	91%	73%	67%	No	↑82%	25%	98%	95%	100%	49%
19	Serbia	Yes	69%	87%	93%	9%	77%	Yes	91%	74%	↑95%	No	↓79%	36%	100%	↓92%	91%	38%
20	Singapore	Yes	81%	100%	96%	-10%	75%	Yes	↓93%	↓77%	98%	Yes	73%	26%	100%	95%	100%	77%
21	Samoa	Yes	38%	93%	50%	225%	48%	Yes	100%	24%	99%	↑Yes	100%	9%	96%	94%	100%	↑92%
22	Cote d'Ivoire (Rep.)	Yes	59%	97%	98%	232%	70%	Yes	96%	52%	85%	No	94%	34%	100%	68%	98%	40%
23	Papua New Guinea	Yes	88%	100%	89%	202%	65%	Yes	98%	↓79%	82%	No	69%	21%	100%	43%	96%	33%
24	Maldives	Yes	54%	100%	95%	145%	46%	Yes	↓94%	53%	95%	No	100%	38%	100%	93%	100%	2%
25	Tonga	Yes	54%	99%	69%	175%	82%	Yes	↑99%	44%	90%	No	97%	25%	100%	90%	↓82%	↑93%
26	Russian Federation	Yes	41%	97%	93%	13%	94%	Yes	54%	45%	92%	Yes	96%	13%	78%	93%	99%	31%
27	Oman	Yes	83%	92%	95%	286%	0%	No	99%	↑80%	↑97%	↑Yes	98%	23%	99%	92%	99%	24%
28	Burkina Faso	Yes	80%	90%	83%	90%	62%	Yes	98%	↑83%	↓73%	No	99%	70%	100%	18%	95%	0%
29	Indonesia	Yes	90%	84%	89%	-42%	55%	Yes	95%	65%	48%	Yes	85%	71%	94%	91%	89%	↑77%
30	Tanzania (United Rep.)	Yes	63%	49%	86%	86%	44%	Yes	75%	↑80%	79%	No	90%	47%	100%	94%	83%	76%
31	Saudi Arabia	Yes	72%	97%	92%	98%	24%	Yes	↑99%	51%	↑95%	No	7%	4%	↑96%	72%	96%	80%
32	Azerbaijan	Yes	51%	91%	98%	48%	86%	Yes	83%	38%	↓91%	No	13%	22%	100%	91%	98%	98%



EMS Cooperative Report Cards

Prepared by PwC

All Operators' Results

Period
Quarter 3 2021



EMS Operator			Performance Award Criteria					Performance Award Prerequisites										
Rank	Name	Membership Status	On-time end-to-end (as origin)	On-time Transmission	Customer Service Response Quality	Export Growth Volume	Participation in Pay-for-Performance	On-time Export	On-time Transport	On-time Delivery	M40 compliance	Time in customs <24h	E2E in elapsed time Zone 1 to Zone 1	PREDES over No. of Partners	RESEDES over PREDES	Prov. of Delivery Info	ITMATT over EMC	
			Gold: 90% Silver: 85% Bronze: 80%	Gold: 98% Silver: 96% Bronze: 94%	Gold: 95% Silver: 94% Bronze: 93%	Gold: + Silver: + Bronze: +	Gold: 95% Silver: 90% Bronze: 85% or signatory of PFP multilateral	>=95%	>=80%	>=95%	Yes	>=80%	max 5 days for 80% of outbound traffic	>=95%	>=95%	>=99%	>=60%	
33	Saint Lucia	Yes	51%	98%	55%	110%	85%	Yes	100%	48%	93%	No	↓48%	49%	100%	92%	↑99%	71%
34	Japan	Yes	79%	99%	97%	-17%	92%	Yes	97%	64%	95%	No	85%	60%	92%	↓94%	100%	70%
35	Benin	Yes	64%	78%	92%	627%	79%	Yes	99%	61%	97%	No	99%	56%	100%	1%	75%	49%
36	Cambodia	Yes	57%	93%	96%	54%	47%	Yes	89%	26%	↑97%	No	48%	10%	100%	68%	98%	↑78%
37	Romania	Yes	85%	97%	97%	14%	18%	No	97%	74%	95%	No	89%	55%	100%	95%	↓98%	45%
38	Bhutan	Yes	30%	100%	84%	131%	86%	Yes	66%	34%	92%	No	99%	13%	100%	99%	99%	71%
39	Macao (China)	Yes	34%	100%	97%	-37%	91%	Yes	93%	26%	100%	Yes	98%	70%	100%	↓84%	99%	↑67%
40	Lebanon	Yes	50%	91%	96%	266%	42%	Yes	90%	51%	82%	No	2%	17%	100%	90%	97%	78%
41	Colombia	Yes	43%	89%	89%	48%	29%	Yes	66%	40%	99%	No	56%	0%	100%	68%	99%	95%
42	French Polynesia	Yes	54%	93%	75%	6%	17%	Yes	60%	↑82%	41%	No	82%	6%	100%	86%	94%	68%
43	Thailand	Yes	62%	99%	90%	8%	84%	No	↑96%	52%	89%	No	100%	52%	100%	97%	99%	76%
44	Egypt	Yes	83%	97%	93%	33%	0%	No	↑96%	↑82%	↑95%	No	71%	59%	94%	90%	98%	26%
45	Korea (Rep.)	Yes	72%	99%	95%	-25%	41%	Yes	91%	68%	91%	No	99%	54%	100%	68%	99%	55%
46	Democratic Republic of Congo	Yes	39%	100%	76%	133%	38%	Yes	99%	22%	61%	No	99%	0%	100%	78%	76%	↑83%
47	Jordan	Yes	85%	95%	78%	361%	22%	No	99%	↑84%	95%	No	100%	52%	100%	73%	99%	25%
48	Brazil	Yes	42%	98%	95%	64%	78%	Yes	72%	38%	↑95%	↓No	14%	1%	100%	87%	79%	↑88%
49	North Macedonia	Yes	41%	95%	95%	4%	75%	Yes	74%	41%	75%	No	71%	19%	100%	89%	98%	16%
50	Georgia	Yes	51%	100%	94%	-15%	77%	Yes	95%	52%	↓94%	No	96%	29%	100%	88%	↓96%	97%
51	Paraguay	Yes	5%	98%	83%	37%	43%	Yes	98%	2%	↓89%	No	98%	2%	100%	82%	↑99%	89%
52	Albania	Yes	71%	87%	99%	0%	83%	Yes	96%	76%	98%	No	96%	31%	98%	92%	99%	21%
53	Myanmar	Yes	44%	100%	100%	-63%	10%	Yes	↓92%	37%	98%	No	100%	14%	100%	96%	100%	↑91%
54	Fiji	Yes	77%	95%	90%	36%	2%	No	91%	77%	87%	No	84%	36%	100%	98%	83%	35%
55	Gibraltar	Yes	34%	96%	83%	-31%	78%	Yes	99%	53%	74%	No	100%	69%	100%	78%	97%	100%
56	France	Yes	62%	89%	88%	15%	38%	No	90%	56%	85%	Yes	85%	32%	↓63%	77%	↓98%	30%
57	Israel	Yes	50%	99%	93%	-3%	84%	Yes	66%	55%	86%	Yes	60%	29%	99%	88%	90%	28%
58	Switzerland	Yes	41%	98%	90%	37%	81%	No	64%	51%	87%	↑Yes	90%	4%	94%	↓93%	99%	36%
59	Djibouti	Yes	61%	99%	90%	20%	0%	No	100%	56%	↑98%	No	100%	14%	100%	75%	↑99%	18%
60	Iran (Islamic Rep.)	Yes	25%	98%	84%	1227%	24%	Yes	59%	28%	95%	No	3%	0%	100%	93%	96%	70%
61	Belgium	Yes	55%	59%	90%	19%	59%	Yes	79%	54%	56%	No	24%	14%	97%	94%	49%	↑67%
62	Vanuatu	Yes	47%	100%		105%	11%	Yes	95%	42%	83%	No	100%	4%	100%	95%	99%	14%
63	Canada	Yes	47%	88%	87%	3%	50%	No	44%	77%	93%	No	90%	73%	100%	88%	99%	12%
64	United Kingdom	Yes	41%	98%	86%	-27%	90%	Yes	84%	27%	91%	No	73%	42%	95%	87%	↑99%	↑67%
65	Algeria	Yes	78%	87%	95%	120%	3%	No	87%	76%	88%	No	92%	19%	100%	37%	93%	0%
66	Hong Kong (China)	Yes	41%	98%	90%	-2%	63%	Yes	50%	34%	96%	No	100%	48%	100%	96%	100%	21%
67	Hungary	Yes	60%	95%	79%	-28%	76%	Yes	97%	48%	57%	No	41%	24%	100%	98%	↓94%	65%
68	Morocco	Yes	57%	89%	92%	151%	10%	No	78%	↓72%	63%	No	5%	45%	100%	81%	93%	78%



EMS Cooperative Report Cards

Prepared by PwC

All Operators' Results

Period
Quarter 3 2021



EMS Operator			Performance Award Criteria					Performance Award Prerequisites										
Rank	Name	Membership Status	On-time end-to-end (as origin)	On-time Transmission	Customer Service Response Quality	Export Growth Volume	Participation in Pay-for-Performance	On-time Export	On-time Transport	On-time Delivery	M40 compliance	Time in customs <24h	E2E in elapsed time Zone 1 to Zone 1	PREDES over No. of Partners	RESEDES over PREDES	Prov. of Delivery Info	ITMATT over EMC	
			Gold: 90% Silver: 85% Bronze: 80%	Gold: 98% Silver: 96% Bronze: 94%	Gold: 95% Silver: 94% Bronze: 93%	Gold: + Silver: + Bronze: +	Gold: 95% Silver: 90% Bronze: 85% or signatory of PfP multilateral	>=95%	>=80%	>=95%	Yes	>=80%	max 5 days for 80% of outbound traffic	>=95%	>=95%	>=99%	>=60%	
69	Zambia	Yes	49%	94%	93%	59%	0%	No	↓ 88%	55%	80%	No	100%	0%	94%	57%	86%	59%
70	Burundi	Yes	39%	81%		212%	96%	Yes	97%	25%	96%	No	53%	1%	100%	87%	100%	85%
71	Senegal	Yes	43%	98%	77%	-19%	20%	Yes	76%	62%	98%	No	95%	28%	100%	85%	99%	1%
72	Norway	Yes		96%	91%	63%	89%	Yes			91%	No	92%		100%	↓ 94%	99%	29%
73	Belize	Yes		95%	79%	20%	90%	Yes			7%	No	96%	52%	100%	81%	↓ 97%	90%
74	Australia	Yes	15%	99%	87%	20%	9%	No	68%	6%	68%	↑ Yes	55%	3%	96%	83%	97%	86%
75	Denmark	Yes	57%	93%	70%	-39%	66%	Yes	100%	49%	72%	No	46%	59%	100%	95%	97%	1%
76	Cyprus	Yes	22%	86%	87%	7%	82%	Yes	3%	39%	94%	No	22%	100%	95%	100%	15%	
77	Latvia	Yes	35%	100%	95%	-23%	78%	Yes	82%	36%	41%	No	89%	8%	100%	↓ 92%	↓ 97%	↓ 46%
78	Sint Maarten	Yes	41%	93%	50%	26%	53%	No	87%	42%	65%	No	100%	29%	100%	87%	85%	↑ 69%
79	Costa Rica	Yes	51%	90%	84%	163%	37%	No	94%	75%	38%	No	0%	37%	96%	81%	58%	95%
80	Italy	Yes	12%	96%	89%	36%	67%	Yes	95%	10%	59%	No	61%	1%	98%	0%	91%	12%
81	Solomon Islands	Yes		100%	50%	117%	10%	Yes			↓ 93%	No	100%	0%	100%	91%	61%	↑ 74%
82	China (People's Rep.)	Yes		97%	96%	5%	63%	No			83%	Yes	39%	23%	100%	87%	96%	100%
83	Ethiopia	Yes		62%	81%	146%	47%	Yes			67%	No	96%		99%	81%	89%	95%
84	Sri Lanka	Yes	28%	95%	90%	65%	7%	No	24%	82%	74%	No	100%	38%	100%	95%	66%	2%
85	Portugal	Yes	51%	97%	87%	-12%	68%	Yes	77%	45%	55%	No	14%	23%	98%	96%	81%	44%
86	Uganda	Yes	24%	85%	86%	142%	15%	No	85%	8%	100%	No	100%	6%	97%	62%	99%	53%
87	Brunei Darussalam	Yes	64%	72%	75%	-1%	0%	No	88%	↓ 70%	43%	Yes	100%	49%	↑ 98%	↓ 74%	88%	↑ 70%
88	United States of America	Yes		85%	72%	2%	86%	Yes			75%	No	61%	14%	99%	82%	98%	42%
89	New Zealand	Yes	33%	97%	88%	-12%	8%	Yes	29%	45%	70%	No	41%	6%	100%	96%	99%	↑ 61%
90	Mali	Yes		98%	88%	2075%	18%	Yes			29%	No	99%	18%	100%	49%	87%	29%
91	Croatia	Yes		79%	86%	20%	54%	Yes			60%	No	0%	65%	100%	88%	98%	34%
92	Armenia	Yes	63%	93%	91%	40%	0%	No	74%	61%	0%	No	↑ 85%	14%	63%	66%	93%	17%
93	Mauritius	Yes	1%	96%	97%	-37%	45%	Yes	87%	1%	↑ 99%	No	100%	8%	98%	78%	100%	0%
94	Mongolia	Yes	31%	93%		22%	100%	Yes	36%	50%	55%	No	↓ 77%	6%	98%	81%	96%	0%
95	Saint Vincent and Grenadines	Yes	50%	96%	50%	-94%	95%	Yes	100%	0%	100%	No	100%	0%	100%	61%	↓ 92%	0%
96	Spain	Yes	20%	93%	87%	15%	0%	No	70%	8%	89%	No	15%	11%	99%	↓ 89%	95%	62%
97	Cayman Islands	Yes	28%	80%	59%	-4%	93%	Yes	62%	34%	62%	No	57%	9%	100%	91%	86%	90%
98	Barbados	Yes	0%	99%	75%	-93%	99%	Yes	100%	0%	81%	No	100%		100%	91%	96%	0%
99	Bermuda	Yes	38%	93%	75%	-5%	60%	No	85%	40%	↑ 96%	No	97%	7%	100%	98%	95%	80%
100	Nigeria	Yes	0%	20%	88%	27%	29%	Yes	13%	0%	28%	No	100%	0%	↑ 96%	80%	↓ 92%	↑ 76%
101	Aruba	Yes		88%		11%	83%	Yes			45%	No	100%	46%	100%	66%	94%	55%
102	Cameroon	Yes	53%	93%	85%	-3%	8%	No	79%	60%	74%	No	100%	37%	100%	72%	87%	12%
103	Sierra Leone	Yes		32%	58%	175%	70%	Yes			83%	No	61%	2%	100%	63%	85%	94%
104	Jamaica	Yes	20%	95%	84%	-4%	90%	Yes	39%	31%	82%	No	34%	4%	100%	88%	92%	2%



EMS Cooperative Report Cards

Prepared by PwC

All Operators' Results

Period
Quarter 3 2021



EMS Operator			Performance Award Criteria					Performance Award Prerequisites										
Rank	Name	Membership Status	On-time end-to-end (as origin)	On-time Transmission	Customer Service Response Quality	Export Growth Volume	Participation in Pay-for-Performance	On-time Export	On-time Transport	On-time Delivery	M40 compliance	Time in customs <24h	E2E in elapsed time Zone 1 to Zone 1	PREDES over No. of Partners	RESEDES over PREDES	Prov. of Delivery Info	ITMATT over EMC	
			Gold: 90% Silver: 85% Bronze: 80%	Gold: 98% Silver: 96% Bronze: 94%	Gold: 95% Silver: 94% Bronze: 93%	Gold: + Silver: + Bronze: +	Gold: 95% Silver: 90% Bronze: 85% or signatory of PFP multilateral	>=95%	>=80%	>=95%	Yes	>=80%	max 5 days for 80% of outbound traffic	>=95%	>=95%	>=99%	>=60%	
105	Mexico	Yes		84%	89%	17%	20%	No			65%	No	91%		94%	79%	96%	92%
106	Poland	Yes	54%	99%	93%	-60%	52%	No	64%	66%	46%	No	20%	53%	100%	↓ 93%	92%	35%
107	Guyana	Yes		94%	75%	-6%	81%	Yes			98%	No	92%	0%	100%	↓ 96%	49%	
108	Turkey	Yes		97%	94%	47%	0%	No			87%	No	35%	23%	98%	91%	99%	39%
109	Finland	Yes	4%	94%	83%	-9%	62%	Yes	45%	6%	39%	No	24%	15%	95%	93%	92%	77%
110	Anguilla	Yes		87%	31%	34%	100%	Yes			20%	No	100%	11%	100%	67%	54%	↓ 45%
111	Uruguay	Yes	18%	83%	90%	5%	20%	No	1%	47%	62%	No	67%	2%	↑ 97%	57%	83%	27%
112	Chile	Yes	9%	89%	91%	33%	58%	No	39%	19%	49%	No	3%	0%	100%	87%	62%	87%
113	Argentina	Yes		92%	91%	69%	0%	No			89%	No	14%		100%	76%	89%	86%
114	Saint Christopher and Nevis	Yes	44%	97%		-3%	22%	No	↓ 65%	↑ 95%	83%	No	97%	↑ 90%	100%	55%	94%	↓ 50%
115	Germany	Yes		92%	87%	23%	15%	No			87%	No	56%		100%	95%	97%	2%
116	Malta	Yes		97%	81%	-66%	65%	Yes			93%	No	66%		100%	75%	↑ 99%	0%
117	Netherlands	Yes		93%	86%	-26%	61%	Yes			53%	No	10%		100%	90%	97%	81%
118	Suriname	Yes		78%		517%	100%	Yes			67%	No	100%		100%	53%	↓ 53%	52%
119	Montenegro	Yes	51%	91%	72%	-27%	45%	No	74%	67%	85%	No	10%	38%	88%	↑ 96%	93%	1%
120	Lithuania	Yes	34%	96%	79%	-24%	36%	No	47%	74%	42%	No	56%	35%	100%	97%	92%	12%
121	Sweden	Yes		97%	89%	-17%	43%	Yes			38%	No	36%	27%	100%	96%	92%	13%
122	Peru	Yes		89%	84%	134%	9%	No			80%	No	0%	3%	100%	52%	96%	92%
123	Greece	Yes	0%	88%	88%	37%	37%	No	0%	72%	56%	No	8%		100%	96%	84%	0%
124	Mozambique	Yes		96%	100%	69%	0%	No			↓ 88%	No	17%		100%	20%	89%	57%
125	Bulgaria (Rep.)	Yes	53%	96%	86%	-9%	0%	No	70%	66%	25%	No	9%	36%	100%	↑ 95%	92%	0%
126	Kenya	Yes	18%	59%		78%	23%	Yes	76%	16%	72%	No	15%	6%	95%	55%	15%	33%
127	Congo (Rep.)	Yes		100%	52%	-25%	66%	Yes			82%	No	93%		100%	60%	93%	0%
128	Panama (Rep.)	Yes		92%	63%	54%	0%	No			57%	No		6%	95%	85%	94%	77%
129	Chad	Yes		92%	50%	40%	33%	No			100%	No	100%		100%	67%	75%	0%
130	Bangladesh	Yes		100%	89%	48%	0%	No			17%	No	3%		100%	67%	64%	89%
131	Philippines	Yes		86%	87%	46%	4%	No			77%	No	29%		↑ 98%	97%	69%	0%
132	Ireland	Yes		47%	84%	99%	7%	No			↓ 80%	No	60%		94%	93%	77%	6%
133	Sudan	Yes	33%	92%	91%	-67%	0%	No	25%	53%	67%	No	29%	6%	98%	50%	95%	3%
134	New Caledonia	Yes		100%	87%	-13%	0%	No			92%	No	95%	0%	100%	98%	100%	0%
135	Tunisia	Yes		97%	66%	61%	0%	No			63%	No	21%		↑ 100%	80%	64%	0%
136	Malawi	Yes	0%	98%		29%	0%	No	33%	0%	19%	No	100%		100%	87%	78%	33%
137	Austria	Yes		99%	92%		28%	No			92%	Yes	55%			98%	98%	
138	Eritrea	Yes	4%	37%		-29%	0%	Yes	80%	11%	100%	No	100%	0%	100%	45%	100%	0%
139	Grenada	Yes		97%	83%	-36%	0%	No			57%	No	44%	20%	100%	85%	75%	73%
140	Zimbabwe	Yes		71%	36%	8%	0%	No			44%	No	17%	0%	84%	73%	87%	95%



EMS Cooperative Report Cards

Prepared by PwC

All Operators' Results

Period
Quarter 3 2021



EMS Operator			Performance Award Criteria					Performance Award Prerequisites										
Rank	Name	Membership Status	On-time end-to-end (as origin)	On-time Transmission	Customer Service Response Quality	Export Growth Volume	Participation in Pay-for-Performance	On-time Export	On-time Transport	On-time Delivery	M40 compliance	Time in customs <24h	E2E in elapsed time Zone 1 to Zone 1	PREDES over No. of Partners	RESEDES over PREDES	Prov. of Delivery Info	ITMATT over EMC	
			Gold: 90% Silver: 85% Bronze: 80%	Gold: 98% Silver: 96% Bronze: 94%	Gold: 95% Silver: 94% Bronze: 93%	Gold: + Silver: + Bronze: +	Gold: 95% Silver: 90% Bronze: 85% or signatory of PfP multilateral	>=95%	>=80%	>=95%	Yes	>=80%	max 5 days for 80% of outbound traffic	>=95%	>=95%	>=99%	>=60%	
141	Nicaragua	Yes	2%	72%		96%	0%	No	64%	0%	84%	No	19%	0%	100%	0%	94%	99%
142	India	Yes		92%	81%	-13%	14%	No			77%	No	17%	9%	100%	91%	94%	↑ 68%
143	Dominican Republic	Yes		90%	50%	76%	0%	No			10%	No		35%	100%	75%	16%	↑ 80%
144	Bahrain	Yes		91%	98%	24%		No				No			100%	62%	0%	↓ 57%
145	Nauru	Yes		100%		113%	0%	No			100%	No		4%	100%		100%	↑ 89%
146	Mauritania	Yes		85%		392%	0%	No			82%	No	100%	4%	100%	56%	68%	7%
147	Jersey	Yes		88%		250%		Yes				No			100%			97%
148	Antigua and Barbuda	No		98%		7%	0%	No			51%	No	57%	0%	100%	91%	73%	2%
149	Seychelles	Yes		82%	26%	33%	0%	No			23%	No	53%	0%	100%	82%	88%	0%
150	Nepal	Yes		99%	70%	-95%	0%	No			41%	No	99%		100%	94%	73%	11%
151	Liberia	Yes		65%	50%	125%	0%	No			3%	No	100%	0%	100%	17%	↑ 100%	0%
152	Kuwait	Yes		97%	83%	-72%	0%	No			51%	No	100%		100%	33%	80%	14%
153	Botswana	Yes	5%	55%	86%	-75%	16%	No	18%	14%	86%	No	58%	0%	↓ 94%	68%	97%	10%
154	Afghanistan	Yes		100%	75%	-28%	0%	No			31%	No	96%		100%	58%	81%	21%
155	Honduras (Rep.)	No		99%		36%	0%	No			5%	No			↑ 95%	94%	43%	96%
156	Haiti	Yes		93%		27%	0%	No			0%	No		11%	100%	86%	61%	85%
157	Uzbekistan	Yes		70%	79%	-3%	7%	No			34%	No	84%	24%	100%	47%	76%	57%
158	Pakistan	Yes		55%	87%	183%	0%	No			0%	No	33%		100%	68%	7%	28%
159	Kiribati	Yes	0%	100%		-34%	40%	Yes			100%	No	100%			0%	100%	
160	Iceland	Yes		97%	85%		0%	No			86%	No	46%			↑ 99%	98%	
161	Lao People's Dem. Rep.	Yes		100%	50%	-9%	79%	No			83%	No		6%	100%	78%	59%	↑ 61%
162	Luxembourg	Yes		99%	89%		0%	No			75%	No	42%			↓ 94%	96%	
163	South Africa	Yes	1%	68%	69%	-29%	0%	No	64%	0%	24%	No	72%	0%	99%	45%	86%	12%
164	Cuba	Yes		77%	79%		2%	No			29%	No	51%		100%	81%	93%	0%
165	Kyrgyzstan	Yes		89%	97%		0%	No			52%	No	100%		95%	0%	25%	0%
166	Bahamas	Yes		93%		-48%	0%	No			65%	No	68%	3%	100%	66%	84%	60%
167	Bosnia and Herzegovina	Yes	0%	99%	42%		0%	No			0%	93%	No	45%		95%	91%	
168	Angola	Yes		96%	48%	-13%	0%	No			46%	No	31%		80%	84%	75%	0%
169	Curacao	Yes		95%	38%		0%	No			↑ 96%	No	59%			83%	96%	
170	Bonaire, Sint Eustatius and Saba	No		96%		-7%	0%	No			43%	No	33%		100%	92%	88%	43%
171	Ecuador	Yes		99%	80%		0%	No			96%	No	3%			34%	86%	
172	Trinidad and Tobago	Yes		93%		-98%	63%	No			82%	No	100%			91%	↑ 99%	
173	Guinea	No		97%			0%	No			9%	No			100%	51%	100%	100%
174	Namibia	Yes		100%	100%	-99%	0%	No			0%	No	21%			48%	41%	
175	Gabon	Yes		100%		-98%	60%	No			61%	No	↑ 81%			77%	90%	
176	Lesotho	Yes	0%	100%			0%	No			36%	No	↑ 90%			↑ 100%	62%	



**EMS Cooperative
Report Cards**

Prepared by PwC

All Operators' Results

Period
Quarter 3 2021



EMS Operator			Performance Award Criteria					Performance Award Prerequisites										
Rank	Name	Membership Status	On-time end-to-end (as origin)	On-time Transmission	Customer Service Response Quality	Export Growth Volume	Participation in Pay-for-Performance	On-time Export	On-time Transport	On-time Delivery	M40 compliance	Time in customs <24h	E2E in elapsed time Zone 1 to Zone 1	PREDES over No. of Partners	RESDES over PREDES	Prov. of Delivery Info	ITMATT over EMC	
			Gold: 90% Silver: 85% Bronze: 80%	Gold: 98% Silver: 96% Bronze: 94%	Gold: 95% Silver: 94% Bronze: 93%	Gold: + Silver: + Bronze: +	Gold: 95% Silver: 90% Bronze: 85% or signatory of PfP multilateral	>=95%	>=80%	>=95%	Yes	>=80%	max 5 days for 80% of outbound traffic	>=95%	>=95%	>=99%	>=60%	
177	Eswatini	No		80%			0%	No			↓86%	No	70%			68%	72%	
178	Gambia	No		82%			0%	No			0%	No	95%		100%	78%	18%	0%
179	Comoros	Yes		67%		700%		No				No			100%			0%
180	Niger	No		83%			0%	No			0%	No	100%			85%	74%	
181	British Virgin Islands	Yes		100%			0%	No			↓18%	No				↑100%	↑100%	
182	Palestine	No		100%			0%	No			44%	No					90%	
183	Dominica	No		91%			0%	No			0%	↓No	0%			74%	62%	
184	Venezuela	Yes		53%			0%	No			3%	No	70%			46%	18%	
185	State of Libya	No		100%		-99%		No				No						
186	Tuvalu	Yes	0%			-86%		Yes			0%		No					
187	Bolivia	No						No				No						
188	Central African Rep.	No						No				No						
189	Equatorial Guinea	Yes						No				No						
190	Guatemala	No						No				No						
191	Iraq	No						No				No						
192	South Sudan	No						No				No						
193	Sao Tome and Principe	No						No				No						
194	Syrian Arab. Rep.	Yes						No				No						
195	Turks and Caicos Islands	No						No				No						
196	Tajikistan	No						No				No						
197	Turkmenistan	No						No				No						
198	Yemen	No						No				No						