# Appendix A

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Airlines | 2008 | | | 2009 | | | 2010 | | | 2011 | | | 2012 | | | 2013 | | | 2014 | | | 2015 | | |
| 1 | 2 | 3 | 1 | 2 | 3 | 1 | 2 | 3 | 1 | 2 | 3 | 1 | 2 | 3 | 1 | 2 | 3 | 1 | 2 | 3 | 1 | 2 | 3 |
| Aeroflot | 0.906 | 0.834 | 0.928 | 0.933 | 0.841 | 0.895 | 0.921 | 0.775 | 0.785 | 0.911 | 0.809 | 0.802 | 0.899 | 0.776 | 0.809 | 0.870 | 0.637 | 0.827 | 0.869 | 0.630 | 0.820 | 0.890 | 0.755 | 0.578 |
| Air Berlin | 0.995 | 0.857 | 0.810 | 0.993 | 0.867 | 0.747 | 0.961 | 0.910 | 0.671 | 1.000 | 0.876 | 0.639 | 1.000 | 0.862 | 0.566 | 1.000 | 0.867 | 0.578 | 1.000 | 0.802 | 0.556 | 1.000 | 1.000 | 1.000 |
| Air France-KLM | 0.408 | 0.644 | 0.908 | 0.551 | 0.888 | 1.000 | 0.476 | 0.712 | 0.823 | 0.455 | 0.694 | 0.809 | 0.445 | 0.639 | 0.820 | 0.448 | 0.634 | 0.806 | 0.438 | 0.663 | 0.797 | 0.648 | 0.511 | 0.703 |
| Lufthansa | 0.505 | 0.855 | 1.000 | 0.450 | 0.657 | 1.000 | 0.447 | 0.693 | 1.000 | 0.429 | 0.714 | 1.000 | 0.408 | 0.691 | 1.000 | 0.736 | 0.662 | 1.000 | 0.733 | 0.689 | 1.000 | 0.287 | 0.574 | 1.000 |
| Scandinavian | 0.905 | 1.000 | 1.000 | 0.940 | 1.000 | 1.000 | 0.957 | 1.000 | 1.000 | 0.959 | 1.000 | 0.942 | 0.988 | 1.000 | 0.966 | 1.000 | 1.000 | 0.955 | 1.000 | 1.000 | 0.964 | 0.983 | 1.000 | 0.983 |
| Iberia | 0.764 | 0.566 | 0.918 | 0.652 | 0.412 | 0.722 | 0.679 | 0.434 | 0.645 | 0.687 | 0.451 | 0.620 | 0.697 | 0.400 | 0.646 | 0.777 | 0.391 | 0.654 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 |
| Ryanair | 0.941 | 0.827 | 0.893 | 0.932 | 0.826 | 0.851 | 0.919 | 0.755 | 0.756 | 0.909 | 0.724 | 0.766 | 0.912 | 0.712 | 0.752 | 0.930 | 0.639 | 0.783 | 0.930 | 0.656 | 0.769 | 0.979 | 0.769 | 0.742 |
| British | 0.713 | 0.892 | 0.788 | 0.693 | 0.864 | 0.790 | 0.713 | 0.846 | 0.771 | 0.704 | 0.824 | 0.763 | 0.666 | 0.783 | 0.739 | 0.647 | 0.760 | 0.714 | 0.621 | 0.761 | 0.649 | 0.636 | 0.773 | 0.637 |
| TAP Portugal | 0.977 | 0.893 | 0.889 | 0.977 | 0.911 | 0.881 | 0.978 | 0.914 | 0.849 | 0.971 | 0.983 | 0.812 | 0.977 | 0.981 | 0.823 | 0.990 | 0.934 | 0.866 | 1.000 | 1.000 | 0.872 | 0.992 | 0.999 | 0.803 |
| Norwegian | 1.000 | 0.989 | 0.609 | 1.000 | 1.000 | 0.543 | 1.000 | 0.999 | 0.494 | 1.000 | 0.991 | 0.466 | 1.000 | 0.983 | 0.451 | 1.000 | 0.986 | 0.511 | 1.000 | 0.999 | 0.471 | 0.998 | 0.941 | 0.881 |
| Finnair | 0.947 | 0.984 | 0.836 | 0.946 | 0.975 | 0.832 | 0.970 | 0.989 | 0.822 | 0.977 | 0.994 | 0.853 | 0.982 | 0.992 | 0.849 | 0.988 | 0.995 | 0.845 | 1.000 | 1.000 | 0.904 | 1.000 | 1.000 | 1.000 |
| Turkish | 0.932 | 0.902 | 0.893 | 0.920 | 0.928 | 0.867 | 0.910 | 0.900 | 0.787 | 0.895 | 0.901 | 0.765 | 0.879 | 0.902 | 0.699 | 0.845 | 0.806 | 0.717 | 0.829 | 0.791 | 0.666 | 0.752 | 0.718 | 1.000 |
| EasyJet | 0.969 | 0.987 | 0.896 | 0.961 | 0.973 | 0.888 | 0.972 | 0.980 | 0.910 | 0.976 | 0.989 | 0.931 | 0.979 | 0.992 | 0.923 | 0.972 | 0.984 | 0.860 | 0.968 | 0.984 | 0.881 | 0.906 | 0.915 | 0.927 |
| Virgin Atlantic | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 0.997 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 0.976 | 0.913 | 0.928 | 0.976 | 0.906 | 0.902 | 0.983 | 0.950 | 0.877 |
| China Eastern | 0.776 | 0.836 | 0.934 | 0.776 | 0.843 | 0.850 | 0.844 | 0.828 | 0.848 | 0.845 | 0.807 | 0.826 | 0.820 | 0.801 | 0.838 | 0.595 | 0.626 | 0.839 | 0.572 | 0.617 | 0.842 | 0.651 | 0.762 | 0.538 |
| China Southern | 0.754 | 0.760 | 0.884 | 0.735 | 0.749 | 0.833 | 0.670 | 0.729 | 0.742 | 0.720 | 0.713 | 0.758 | 0.614 | 0.665 | 0.748 | 0.513 | 0.550 | 0.754 | 0.471 | 0.538 | 0.746 | 0.620 | 0.633 | 0.540 |
| Korean | 0.867 | 0.898 | 0.966 | 0.839 | 0.894 | 0.965 | 0.876 | 0.920 | 0.961 | 0.879 | 0.924 | 1.000 | 0.884 | 0.931 | 1.000 | 0.871 | 0.879 | 1.000 | 0.865 | 0.891 | 1.000 | 0.850 | 0.913 | 0.697 |
| Qantas | 0.783 | 0.851 | 0.851 | 0.804 | 0.898 | 0.878 | 0.816 | 0.870 | 0.868 | 0.828 | 0.850 | 0.895 | 0.817 | 0.845 | 0.910 | 0.815 | 0.800 | 0.937 | 0.817 | 0.819 | 0.928 | 0.848 | 0.952 | 0.661 |
| Delta | 0.422 | 0.335 | 0.857 | 0.471 | 0.464 | 0.722 | 0.508 | 0.517 | 0.645 | 0.547 | 0.573 | 0.620 | 0.539 | 0.520 | 0.646 | 0.455 | 0.391 | 0.654 | 1.000 | 1.000 | 1.000 | 0.383 | 0.366 | 0.708 |
| Air China | 0.815 | 0.827 | 0.893 | 0.783 | 0.826 | 0.851 | 0.721 | 0.739 | 0.749 | 0.714 | 0.724 | 0.766 | 0.692 | 0.705 | 0.763 | 0.635 | 0.639 | 0.783 | 0.608 | 0.656 | 0.769 | 0.592 | 0.703 | 0.566 |
| Hainan | 1.000 | 1.000 | 1.000 | 0.736 | 0.909 | 0.955 | 0.718 | 0.918 | 0.930 | 0.619 | 0.908 | 0.964 | 0.661 | 0.944 | 0.913 | 0.949 | 0.940 | 0.857 | 0.948 | 0.914 | 0.865 | 0.975 | 0.931 | 0.914 |
| Emirates | 0.910 | 1.000 | 1.000 | 0.770 | 0.867 | 1.000 | 0.904 | 1.000 | 1.000 | 0.903 | 1.000 | 1.000 | 0.891 | 1.000 | 1.000 | 0.872 | 1.000 | 1.000 | 0.871 | 1.000 | 1.000 | 0.425 | 0.720 | 0.615 |
| Air Canada | 0.873 | 0.894 | 0.896 | 0.877 | 0.898 | 0.894 | 0.884 | 0.903 | 0.871 | 0.876 | 0.892 | 0.916 | 0.855 | 0.919 | 0.941 | 0.855 | 0.830 | 0.928 | 0.852 | 0.828 | 0.914 | 0.862 | 0.944 | 0.799 |
| Cathay Pacific | 0.835 | 0.907 | 0.678 | 0.788 | 0.879 | 0.648 | 0.820 | 0.906 | 0.555 | 0.797 | 0.882 | 0.561 | 0.811 | 0.888 | 0.559 | 0.810 | 0.840 | 0.623 | 0.795 | 0.842 | 0.595 | 0.814 | 0.842 | 0.871 |
| Singapore | 0.832 | 0.960 | 0.916 | 0.749 | 0.831 | 0.821 | 0.928 | 0.961 | 0.878 | 0.918 | 0.947 | 0.934 | 0.931 | 0.954 | 0.946 | 0.900 | 0.914 | 0.949 | 0.911 | 0.931 | 0.951 | 0.905 | 0.918 | 1.000 |
| All Nippon | 0.856 | 0.956 | 0.549 | 0.866 | 0.979 | 0.562 | 0.865 | 0.952 | 0.559 | 0.875 | 0.961 | 0.648 | 0.840 | 0.918 | 0.629 | 0.861 | 0.894 | 0.557 | 0.836 | 0.903 | 0.555 | 0.877 | 0.988 | 0.304 |
| Eva Air | 1.000 | 1.000 | 0.987 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 0.971 | 1.000 | 1.000 | 0.965 | 1.000 | 0.968 |
| Thai | 0.814 | 0.900 | 0.935 | 0.817 | 0.898 | 0.948 | 0.840 | 0.918 | 0.952 | 0.844 | 0.918 | 0.979 | 0.871 | 0.941 | 0.995 | 0.835 | 0.906 | 0.929 | 0.841 | 0.904 | 0.951 | 0.938 | 0.998 | 0.926 |
| Garuda Indonesia | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 0.952 | 0.944 | 0.898 | 0.941 | 0.927 | 0.882 | 0.943 | 0.922 | 0.817 |

Notes: 1, 2, 3 stand for the Operations stage, Services stage and Sales stage.