

| JetBlue | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| FINANCIAL (millions except stock price) | | | | | | | | |
| Operating revenue [1] | \$635.2 | \$998.4 | \$1,265.0 | \$1,701.3 | \$2,363.0 | \$2,842.0 | \$3,388.0 | \$3,286.0 |
| Passenger revenue | \$615.2 | \$965.1 | \$1,221.0 | \$1,620.0 | \$2,223.0 | \$2,636.0 | \$3,056.0 | \$2,928.0 |
| Total operating expense [2] | \$530.2 | \$831.0 | \$1,154.0 | \$1,653.0 | \$2,236.0 | \$2,673.0 | \$3,279.0 | \$3,007.0 |
| Operating expense less fuel | \$453.9 | \$684.0 | \$898.6 | \$1,139.0 | \$1,450.0 | \$1,705.0 | \$1,882.0 | \$2,062.0 |
| Wage & benefit total expense (SEC) | \$162.2 | \$267.3 | \$337.1 | \$427.5 | \$553.0 | \$648.0 | \$694.0 | \$776.0 |
| Labor benefits expense | \$42.9 | \$75.1 | \$72.9 | \$80.2 | \$93.7 | \$128.7 | \$140.3 | \$156.2 |
| Wage/salary expense W2 (BTS) | \$119.3 | \$192.2 | \$264.2 | \$347.3 | \$459.3 | \$519.3 | \$553.7 | \$619.8 |
| Management salaries (general) (BTS) [13] | \$3.6 | \$4.6 | \$6.3 | \$6.0 | \$11.1 | \$17.5 | \$17.7 | \$22.2 |
| Pilot wage/salary expense (BTS)[3] | \$34.6 | \$55.3 | \$77.5 | \$102.4 | \$143.5 | \$180.8 | \$193.1 | \$223.8 |
| Flt Attendant wage/salary exp (BTS) [3] | \$15.6 | \$26.3 | \$37.3 | \$49.1 | \$63.7 | \$63.9 | \$65.4 | \$68.2 |
| Fuel & oil | \$76.3 | \$147.0 | \$255.4 | \$514.0 | \$786.0 | \$968.0 | \$1,397.0 | \$945.0 |
| Cash & equivalent (unrestricted) | \$257.9 | \$607.3 | \$449.2 | \$482.0 | \$699.0 | \$834.0 | \$561.0 | \$1,136.0 |
| Long-term Debt [4] | \$712.0 | \$1,109.0 | \$1,545.0 | \$2,325.7 | \$2,626.0 | \$2,588.0 | \$2,872.0 | \$2,920.0 |
| Net Debt (LT debt - Cash & equivalents) [16] | \$454.1 | \$501.7 | \$1,095.8 | \$1,843.7 | \$1,927.0 | \$1,754.0 | \$2,311.0 | \$1,784.0 |
| Total assets | \$1,378.9 | \$2,185.0 | \$2,797.0 | \$3,890.0 | \$4,840.0 | \$5,598.0 | \$6,020.0 | \$6,554.0 |
| Operating income (loss) [5] | \$105.0 | \$167.4 | \$111.0 | \$48.3 | \$127.0 | \$169.0 | \$109.0 | \$279.0 |
| Operating margin [9] [c] | 16.5% | 16.8% | 8.8% | 2.8% | 5.4% | 5.9% | 3.2% | 8.5% |
| Net profit (loss) (per SEC) [6] | \$55.0 | \$103.0 | \$46.0 | -\$25.0 | -\$7.0 | \$12.0 | -\$85.0 | \$58.0 |
| Median stock price [7] | \$12.5 | \$20.5 | \$17.0 | \$14.0 | \$12.3 | \$11.5 | \$5.2 | \$5.3 |
| OPERATIONAL | | | | | | | | |
| ASM's (total)(million) | 8,240 | 13,639 | 18,911 | 23,703 | 28,594 | 31,904 | 32,442 | 32,558 |
| RPM's (million) | 6,836 | 11,527 | 15,730 | 20,200 | 23,320 | 25,737 | 26,071 | 25,955 |
| Load factor | 83.0% | 84.5% | 83.2% | 85.2% | 81.6% | 80.7% | 80.4% | 79.7% |
| Yield (cents) | 9.00 | 8.37 | 7.75 | 8.02 | 9.53 | 10.24 | 11.72 | 11.28 |
| RASM (operating)(cents) [c] | 7.71 | 7.32 | 6.69 | 7.18 | 8.26 | 8.91 | 10.44 | 10.09 |
| PRASM (passenger) (cents) | 7.47 | 7.08 | 6.45 | 6.84 | 7.77 | 8.26 | 9.42 | 8.99 |
| CASM (cents) | 6.43 | 6.08 | 6.04 | 6.91 | 7.76 | 8.27 | 9.87 | 8.99 |
| Passengers boarded (million) | 5.67 | 9.01 | 11.78 | 14.73 | 18.57 | 21.39 | 21.92 | 22.45 |
| Employees (mainline) BTS [8] | 2,928 | 4,343 | 5,850 | 7,462 | 9,272 | 9,713 | 10,177 | 10,583 |
| Flight Attendants (mainline) BTS [8] | 591 | 973 | 1,309 | 1,685 | 2,060 | 1,929 | 1,980 | 2,019 |
| Pilots (mainline) BTS [8] | 371 | 591 | 809 | 1,059 | 1,451 | 1,707 | 1,724 | 1,795 |
| General managers mainline) BTS [13] | 24 | 28 | 31 | 32 | 36 | 38 | 35 | 36 |
| RPM's per passenger (average one way) [c] | 1,205 | 1,279 | 1,335 | 1,371 | 1,256 | 1,203 | 1,189 | 1,156 |
| Aircraft block hours (daily average) (BTS) | 347 | 571 | 815 | 1,041 | 1,357 | 1,641 | 1,694 | 1,670 |
| Aircraft departures (daily average) (BTS) | 121 | 183 | 248 | 307 | 436 | 537 | 563 | 580 |
| Operating aircraft (SEC) | 37 | 53 | 69 | 92 | 119 | 134 | 142 | 151 |

| JetBlue | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Wage/benefit % of operating revenue | 25.5% | 26.8% | 26.6% | 25.1% | 23.4% | 22.8% | 20.5% | 23.6% |
| Management salary % of operating revenue [13] | 0.56% | 0.46% | 0.49% | 0.35% | 0.47% | 0.61% | 0.52% | 0.68% |
| Pilot wage/salary % of operating revenue | 5.45% | 5.54% | 6.13% | 6.02% | 6.07% | 6.36% | 5.70% | 6.81% |
| FA wage/salary % of operating revenue | 2.46% | 2.64% | 2.95% | 2.88% | 2.70% | 2.25% | 1.93% | 2.08% |
| Fuel expense % of operating revenue | 12.0% | 14.7% | 20.2% | 30.2% | 33.3% | 34.1% | 41.2% | 28.8% |
| Cash & equiv % of operating revenue | 40.6% | 60.8% | 35.5% | 28.3% | 29.6% | 29.3% | 16.6% | 34.6% |
| Long-term Debt % of operating revenue | 112.1% | 111.1% | 122.1% | 136.7% | 111.1% | 91.1% | 84.8% | 88.9% |
| Long-term Debt % of assets [4] | 51.6% | 50.8% | 55.2% | 59.8% | 54.3% | 46.2% | 47.7% | 44.6% |
| Revenue per aircraft (x 100,000) | \$171.7 | \$188.4 | \$183.3 | \$184.9 | \$198.6 | \$212.1 | \$238.6 | \$217.6 |
| Revenue per employee (x 1,000) | \$216.9 | \$229.9 | \$216.2 | \$228.0 | \$254.9 | \$292.6 | \$332.9 | \$310.5 |
| Revenue per flight attendant (x 10,000) | \$107.5 | \$102.6 | \$96.6 | \$101.0 | \$114.7 | \$147.3 | \$171.1 | \$162.8 |
| Revenue per pilot (x 10,000) | \$171.2 | \$168.9 | \$156.4 | \$160.6 | \$162.9 | \$166.5 | \$196.5 | \$183.1 |
| ASM's per aircraft (million) | 222.7 | 257.3 | 274.1 | 257.6 | 240.3 | 238.1 | 228.5 | 215.6 |
| ASM's per employee (x 10,000) | 281.4 | 314.1 | 323.3 | 317.6 | 308.4 | 328.5 | 318.8 | 307.6 |
| ASM's per flight attendant (x 100,000) | 139.4 | 140.2 | 144.5 | 140.7 | 138.8 | 165.4 | 163.8 | 161.3 |
| ASM's per pilot (x 100,000) | 222.1 | 230.8 | 233.8 | 223.8 | 197.1 | 186.9 | 188.2 | 181.4 |
| Employees per aircraft (x 10) | 7.9 | 8.2 | 8.5 | 8.1 | 7.8 | 7.2 | 7.2 | 7.0 |
| Flight attendants per aircraft | 16.0 | 18.4 | 19.0 | 18.3 | 17.3 | 14.4 | 13.9 | 13.4 |
| Pilots per aircraft | 10.0 | 11.2 | 11.7 | 11.5 | 12.2 | 12.7 | 12.1 | 11.9 |
| Unit cost w/o fuel & wage/benefit (cents) | 3.54 | 3.04 | 2.91 | 2.94 | 3.08 | 3.20 | 3.42 | 3.70 |
| Unit cost without fuel (cents) | 5.50 | 5.00 | 4.69 | 4.74 | 5.01 | 5.24 | 5.56 | 6.09 |
| Unit cost w/o wage/benefit (cents) | 4.46 | 4.12 | 4.26 | 5.11 | 5.83 | 6.24 | 7.73 | 6.61 |
| Fuel expense per ASM (cents) | 0.93 | 1.08 | 1.35 | 2.17 | 2.75 | 3.03 | 4.31 | 2.90 |
| Total wage/benefit per ASM (cents) | 1.97 | 1.96 | 1.78 | 1.80 | 1.93 | 2.03 | 2.14 | 2.38 |
| Pilot wage/salary cost per ASM (cents) | 0.42 | 0.41 | 0.41 | 0.43 | 0.50 | 0.57 | 0.60 | 0.69 |
| FA wage/salary cost per ASM (cents) | 0.19 | 0.19 | 0.20 | 0.21 | 0.22 | 0.20 | 0.20 | 0.21 |
| Benefits per employee (average) | \$14,645 | \$17,296 | \$12,463 | \$10,744 | \$10,101 | \$13,247 | \$13,782 | \$14,762 |
| Employee wage/salary (average) | \$40,748 | \$44,259 | \$45,164 | \$46,549 | \$49,541 | \$53,468 | \$54,411 | \$58,563 |
| Employee benefit percentage (average) | 26.4% | 28.1% | 21.6% | 18.8% | 16.9% | 19.9% | 20.2% | 20.1% |
| Pilot wage/salary (average) | \$93,332 | \$93,533 | \$95,842 | \$96,734 | \$98,927 | \$105,893 | \$112,017 | \$124,680 |
| Flight attendant wage/salary (average) | \$26,469 | \$27,043 | \$28,494 | \$29,120 | \$30,916 | \$33,130 | \$33,014 | \$33,788 |
| Flight attendant % of employees | 20.2% | 22.4% | 22.4% | 22.6% | 22.2% | 19.9% | 19.5% | 19.1% |
| Pilot % of employees | 12.7% | 13.6% | 13.8% | 14.2% | 15.6% | 17.6% | 16.9% | 17.0% |
| Passengers per employee (average) | 1,937 | 2,075 | 2,014 | 1,974 | 2,002 | 2,202 | 2,154 | 2,121 |
| Passengers per flight attendant (x 10)(average) | 960 | 926 | 900 | 874 | 901 | 1,109 | 1,107 | 1,112 |
| Passenger fare (average one way)[10] | \$108.46 | \$107.09 | \$103.62 | \$109.99 | \$119.74 | \$123.25 | \$139.42 | \$130.42 |
| Operating expense per pass less labor & fuel | \$51.44 | \$46.23 | \$47.65 | \$48.30 | \$48.32 | \$49.42 | \$54.20 | \$57.28 |
| Fuel expense per passenger (o/w) | \$13.45 | \$16.31 | \$21.67 | \$34.90 | \$42.34 | \$45.26 | \$63.73 | \$42.09 |
| Labor cost per passenger (o/w) | \$28.60 | \$29.66 | \$28.61 | \$29.03 | \$29.79 | \$30.30 | \$31.66 | \$34.57 |
| Management salary cost per passenger (o/w) [13] | \$0.63 | \$0.51 | \$0.53 | \$0.41 | \$0.60 | \$0.82 | \$0.81 | \$0.99 |
| Management salary % of average o/w fare [13] | 0.58% | 0.47% | 0.51% | 0.37% | 0.50% | 0.66% | 0.58% | 0.76% |
| Pilot wage/salary cost per passenger (o/w) | \$6.10 | \$6.13 | \$6.58 | \$6.96 | \$7.73 | \$8.45 | \$8.81 | \$9.97 |
| Pilot wage/salary % of average o/w fare | 5.6% | 5.7% | 6.4% | 6.3% | 6.5% | 6.9% | 6.3% | 7.6% |
| FA wage/salary cost per passenger (o/w) | \$2.76 | \$2.92 | \$3.17 | \$3.33 | \$3.43 | \$2.99 | \$2.98 | \$3.04 |
| FA wage/salary % average o/w fare | 2.5% | 2.7% | 3.1% | 3.0% | 2.9% | 2.4% | 2.1% | 2.3% |
| Operating income (loss) per pass (avg o/w) [11] | \$18.51 | \$18.57 | \$9.42 | \$3.28 | \$6.84 | \$7.90 | \$4.97 | \$12.43 |