

JetBlue	2002	2003	2004	2005	2006	2007	2008	2009	2010
<b>FINANCIAL</b> (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	\$3,779
Passenger revenue	\$615.2	\$965.1	\$1,221.0	\$1,620.0	\$2,223.0	\$2,636.0	\$3,056.0	\$2,928.0	\$3,412
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	\$3,446
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	\$2,331.0
Wage & benefit total expense (SEC)	\$162.2	\$267.3	\$337.1	\$427.5	\$553.0	\$648.0	\$694.0	\$776.0	\$891
Labor benefits expense	\$42.9	\$75.1	\$72.9	\$80.2	\$93.7	\$128.7	\$140.3	\$156.2	\$186.8
Wage/salary expense W2 (BTS)	\$119.3	\$192.2	\$264.2	\$347.3	\$459.3	\$519.3	\$553.7	\$619.8	\$704
Management salaries (general) (BTS) [13]	\$3.6	\$4.6	\$6.3	\$6.0	\$11.1	\$17.5	\$17.7	\$22.2	\$24
Pilot wage/salary expense (BTS)[3]	\$34.6	\$55.3	\$77.5	\$102.4	\$143.5	\$180.8	\$193.1	\$223.8	\$257
Fit Attendant wage/salary exp (BTS) [3]	\$15.6	\$26.3	\$37.3	\$49.1	\$63.7	\$63.9	\$65.4	\$68.2	\$78.0
Fuel & oil	\$76.3	\$147.0	\$255.4	\$514.0	\$786.0	\$968.0	\$1,397.0	\$945.0	\$1,115
Cash & equivalent (unrestricted)	\$257.9	\$607.3	\$449.2	\$482.0	\$699.0	\$834.0	\$561.0	\$1,136.0	\$960
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	\$2,850
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	\$1,890.0
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	\$6,593
Operating income (loss) [5]	\$105.0	\$167.4	\$111.0	\$48.3	\$127.0	\$169.0	\$109.0	\$279.0	\$333.0
Operating margin [9] [c]	16.5%	16.8%	8.8%	2.8%	5.4%	5.9%	3.2%	8.5%	8.8%
Net profit (loss) (per SEC) [6]	\$55.0	\$103.0	\$46.0	-\$25.0	-\$7.0	\$12.0	-\$85.0	\$58.0	\$97.0
Median stock price [7]	\$12.5	\$20.5	\$17.0	\$14.0	\$12.3	\$11.5	\$5.2	\$5.3	\$6.1
<b>OPERATIONAL</b>									
ASM's (total)(million)	8,240	13,639	18,911	23,703	28,594	31,904	32,442	32,558	34,744
RPM's (million)	6,836	11,527	15,730	20,200	23,320	25,737	26,071	25,955	28,279
Load factor	83.0%	84.5%	83.2%	85.2%	81.6%	80.7%	80.4%	79.7%	81.4%
Yield (cents)	9.00	8.37	7.75	8.02	9.53	10.24	11.72	11.28	12.07
RASM (operating)(cents) [c]	7.71	7.32	6.69	7.18	8.26	8.91	10.44	10.09	10.88
PRASM (passenger) (cents)	7.47	7.08	6.45	6.84	7.77	8.26	9.42	8.99	9.82
CASM (cents)	6.43	6.08	6.04	6.91	7.76	8.27	9.87	8.99	9.71
Passengers boarded (million)	5.67	9.01	11.78	14.73	18.57	21.39	21.92	22.45	24.254
Employees (mainline) BTS [8]	2,928	4,343	5,850	7,462	9,272	9,713	10,177	10,583	11,211
Flight Attendants (mainline) BTS [8]	591	973	1,309	1,685	2,060	1,929	1,980	2,019	2,093
Pilots (mainline) BTS [8]	371	591	809	1,059	1,451	1,707	1,724	1,795	1,828
General managers mainline) BTS [13]	24	28	31	32	36	38	35	36	34
RPM's per passenger (average one way) [c]	1,205	1,279	1,335	1,371	1,256	1,203	1,189	1,156	1,166
Aircraft block hours (daily average) (BTS)	347	571	813	1,041	1,357	1,641	1,689	1,670	1,789
Aircraft departures (daily average) (BTS)	121	183	247	307	436	537	561	580	619
Operating aircraft (SEC)	37	53	69	92	119	134	142	151	160

<b>JetBlue</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Wage/benefit % of operating revenue	25.5%	26.8%	26.6%	25.1%	23.4%	22.8%	20.5%	23.6%	23.6%
Management salary % of operating revenue [13]	0.56%	0.46%	0.49%	0.35%	0.47%	0.61%	0.52%	0.68%	0.63%
Total wage/salary ratio of operating revenue	18.78%	19.25%	20.89%	20.42%	19.44%	18.27%	16.34%	18.9%	18.6%
Pilot wage ratio of total wages (W2)	29.0%	28.8%	29.3%	29.5%	31.2%	34.8%	34.9%	36.1%	36.5%
Pilot wage/salary % of operating revenue	5.45%	5.54%	6.13%	6.02%	6.07%	6.36%	5.70%	6.81%	6.80%
FA wage/salary % of operating revenue	2.46%	2.64%	2.95%	2.88%	2.70%	2.25%	1.93%	2.08%	2.06%
Ex pilot ex FA wage salary % of revenue	10.87%	11.08%	11.81%	11.51%	10.67%	9.66%	8.71%	9.97%	9.77%
Fuel expense % of operating revenue	12.0%	14.7%	20.2%	30.2%	33.3%	34.1%	41.2%	28.8%	29.5%
Cash & equiv % of operating revenue	40.6%	60.8%	35.5%	28.3%	29.6%	29.3%	16.6%	34.6%	25.4%
Long-term Debt % of operating revenue	112.1%	111.1%	122.1%	136.7%	111.1%	91.1%	84.8%	88.9%	75.4%
Long-term Debt % of assets [4]	51.6%	50.8%	55.2%	59.8%	54.3%	46.2%	47.7%	44.6%	43.2%
Revenue per aircraft (x 100,000)	\$171.7	\$188.4	\$183.3	\$184.9	\$198.6	\$212.1	\$238.6	\$217.6	\$236.2
Revenue per employee (x 1,000)	\$216.9	\$229.9	\$216.2	\$228.0	\$254.9	\$292.6	\$332.9	\$310.5	\$337.1
Revenue per flight attendant (x 10,000)	\$107.5	\$102.6	\$96.6	\$101.0	\$114.7	\$147.3	\$171.1	\$162.8	\$180.6
Revenue per pilot (x 10,000)	\$171.2	\$168.9	\$156.4	\$160.6	\$162.9	\$166.5	\$196.5	\$183.1	\$206.7
Ex pilot ex FA revenue per employee (x 1,000)	\$323.1	\$359.2	\$339.0	\$360.6	\$410.2	\$467.7	\$523.4	\$485.4	\$518.4
ASM's per aircraft (million)	222.7	257.3	274.1	257.6	240.3	238.1	228.5	215.6	217.2
ASM's per employee (x 10,000)	281.4	314.1	323.3	317.6	308.4	328.5	318.8	307.6	309.9
ASM's per flight attendant (x 100,000)	139.4	140.2	144.5	140.7	138.8	165.4	163.8	161.3	166.0
ASM's per pilot (x 100,000)	222.1	230.8	233.8	223.8	197.1	186.9	188.2	181.4	190.1
Ex pilot ex FA ASM per employee (x 100)	419.1	490.8	506.7	502.4	496.3	525.0	501.2	481.0	476.6
Employees per aircraft (x 10)	7.9	8.2	8.5	8.1	7.8	7.2	7.2	7.0	7.0
Flight attendants per aircraft	16.0	18.4	19.0	18.3	17.3	14.4	13.9	13.4	13.1
Pilots per aircraft	10.0	11.2	11.7	11.5	12.2	12.7	12.1	11.9	11.4
Unit cost w/o fuel & wage/benefit (cents)	3.54	3.04	2.91	2.94	3.08	3.20	3.42	3.70	3.94
Unit cost without fuel (cents)	5.50	5.00	4.69	4.74	5.01	5.24	5.56	6.09	6.50
Unit cost w/o wage/benefit (cents)	4.46	4.12	4.26	5.11	5.83	6.24	7.73	6.61	7.15
Fuel expense per ASM (cents)	0.93	1.08	1.35	2.17	2.75	3.03	4.31	2.90	3.21
Total wage/benefit per ASM (cents)	1.97	1.96	1.78	1.80	1.93	2.03	2.14	2.38	2.56
Total wage expense per ASM (cents)	1.45	1.41	1.40	1.47	1.61	1.63	1.71	1.90	2.03
Pilot wage/salary cost per ASM (cents)	0.42	0.41	0.41	0.43	0.50	0.57	0.60	0.69	0.74
FA wage/salary cost per ASM (cents)	0.19	0.19	0.20	0.21	0.22	0.20	0.20	0.21	0.22
Ex pilot ex FA wage/salary cost per ASM (cents)	0.84	0.81	0.79	0.83	0.88	0.86	0.91	1.01	1.06
Benefits per employee (average)	\$14,645	\$17,296	\$12,463	\$10,744	\$10,101	\$13,247	\$13,782	\$14,762	\$16,664
Employee wage/salary (average)	\$40,748	\$44,259	\$45,164	\$46,549	\$49,541	\$53,468	\$54,411	\$58,563	\$62,811
Employee benefit percentage (average)	26.4%	28.1%	21.6%	18.8%	16.9%	19.9%	20.2%	20.1%	21.0%
Pilot wage/salary (average)	\$93,332	\$93,533	\$95,842	\$96,734	\$98,927	\$105,893	\$112,017	\$124,680	\$140,546
Flight attendant wage/salary (average)	\$26,469	\$27,043	\$28,494	\$29,120	\$30,916	\$33,130	\$33,014	\$33,788	\$37,247
Flight attendant % of employees	20.2%	22.4%	22.4%	22.6%	22.2%	19.9%	19.5%	19.1%	18.7%
Pilot % of employees	12.7%	13.6%	13.8%	14.2%	15.6%	17.6%	16.9%	17.0%	16.3%
Passengers per employee (average)	1,937	2,075	2,014	1,974	2,002	2,202	2,154	2,121	2,163
Passengers per flight attendant (x 10)(average)	960	926	900	874	901	1,109	1,107	1,112	1,159
Passenger fare (average one way)[10]	\$108.46	\$107.09	\$103.62	\$109.99	\$119.74	\$123.25	\$139.42	\$130.42	\$140.68
Operating expense per pass less labor & fuel	\$51.44	\$46.23	\$47.65	\$48.30	\$48.32	\$49.42	\$54.20	\$57.28	\$59.37
Fuel expense per passenger (o/w)	\$13.45	\$16.31	\$21.67	\$34.90	\$42.34	\$45.26	\$63.73	\$42.09	\$45.97
Labor cost per passenger (o/w)	\$28.60	\$29.66	\$28.61	\$29.03	\$29.79	\$30.30	\$31.66	\$34.57	\$36.74
Management salary cost per passenger (o/w) [13]	\$0.63	\$0.51	\$0.53	\$0.41	\$0.60	\$0.82	\$0.81	\$0.99	\$0.98
Management salary % of average o/w fare [13]	0.58%	0.47%	0.51%	0.37%	0.50%	0.66%	0.58%	0.76%	0.69%
Pilot wage/salary cost per passenger (o/w)	\$6.10	\$6.13	\$6.58	\$6.96	\$7.73	\$8.45	\$8.81	\$9.97	\$10.59
Pilot wage/salary % of average o/w fare	5.6%	5.7%	6.4%	6.3%	6.5%	6.9%	6.3%	7.6%	7.5%
FA wage/salary cost per passenger (o/w)	\$2.76	\$2.92	\$3.17	\$3.33	\$3.43	\$2.99	\$2.98	\$3.04	\$3.21
FA wage/salary % average o/w fare	2.5%	2.7%	3.1%	3.0%	2.9%	2.4%	2.1%	2.3%	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	\$13.73