IMPROVING OUR **COMMUNITIES** AND OUR **WORLD**

2010-2011 ENVIRONMENTAL AND SOCIAL REPORT

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jetBlue

LETTER FROM THE **CEO**

Dave Barger
Chief Executive Officer

More than a decade ago, we set out to reinvent the traditional airline model and founded JetBlue on the principle of bringing humanity back to air travel. Today, we still believe that it is our responsibility to positively impact our customers and our communities. We hold true to these values as we strive to make a difference in our industry, to the environment, and in the communities where we live and work.

In honor of our first decade of service, we committed to building 10 new playgrounds for KaBOOM!, a nonprofit organization aimed at creating great places to play for every child in America. Our support of KaBOOM! is just one way we give back — we also partner with the American Cancer Society, Do Something, First Book, and many other national and local organizations that support youth, education, the environment and our communities. We sponsor more than 700 nonprofit organizations each year and also encourage our crewmembers to get involved through volunteering. In 2011, we launched a new program, Community Connection, which allows crewmembers to earn JetBlue tickets for the nonprofit organizations of their choice. Through this effort, we donated more than $270,000 worth of travel in 2011 to the causes that matter most to our crewmembers.

Strong communities need a healthy environment, so we strive to reduce our environmental impact. While JetBlue's fleet is among the most fuel-efficient in the industry, air travel still affects the environment. We remain focused on reducing and offsetting our greenhouse gas emissions. Since 2008, JetBlue has purchased carbon offsets for all our company business travel, and we invite our customers to do the same through our partnership with Carbonfund.org. In 2010, we announced plans to move our corporate support center into a renovated Leadership in Energy and Environmental Design (LEED) Silver certified building in Long Island City, N.Y., in 2012. We believe the office will provide a healthier workspace for our crewmembers and reduced environmental impact for the community.

We invite you to read this *JetBlue 2010-2011 Environmental and Social Report* to learn more about our initiatives to improve the environment and our communities. We have prepared this report in accordance with the Global Reporting Initiative (GRI), an internationally recognized framework for sustainability reporting. We aim to increase transparency in our economic, environmental and social performance as we move into our second decade of a responsible and profitable JetBlue.

TABLE OF **CONTENTS**

"More than a decade ago, we set out to reinvent the traditional airline model and founded JetBlue on the principle of bringing humanity back to air travel. Today, we still believe that it is our responsibility to positively impact our customers and our communities. We hold true to these values as we strive to make a difference in our industry, to the environment, and in the communities where we live and work."

— Dave Barger
Chief Executive Officer

INTRODUCTION

OUR SUPERIOR PRODUCT, OUR AWARD-WINNING CUSTOMER SERVICE, AND OUR ENVIRONMENTAL AND SOCIAL RESPONSIBILITY INITIATIVES ALL CONTRIBUTE TO OUR GOAL TO BECOME THE AMERICAS' FAVORITE AIRLINE.

In February 2000, JetBlue commenced service with an inaugural flight between New York's John F. Kennedy International Airport (JFK) and Fort Lauderdale-Hollywood International Airport in Florida. By the end of 2011, we operated an average of 700 daily flights serving 70 destinations in the U.S., Puerto Rico, Mexico, the Caribbean and Latin America.

As JetBlue has grown, so has our commitment to the people and the communities that have contributed to our success. We are working to reduce our environmental impact and have a positive effect on the communities we serve. We are also working to increase transparency in our business.

In this *JetBlue 2010-2011 Environmental and Social Report*, we provide insight into our economic, environmental and social performance over 2010 and 2011. In Our Story, we disclose our operations, governance, crewmembers, facilities and aircraft as they pertain to our economic performance. We operate one of the quietest and most fuel-efficient fleets of any major U.S. airline, and we discuss these and our other environmental initiatives in Reducing Our Impact. As we describe in Volunteering Our Services, we also focus on creating programs and opportunities to give back to our communities within the areas of youth and education, community, and the environment.

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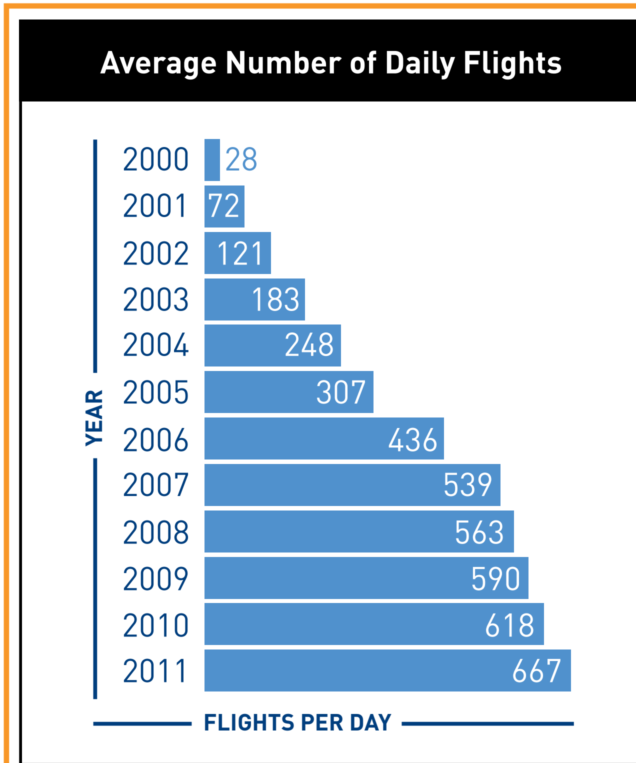


As we explain in About Our Reporting, this report is prepared in compliance with the internationally recognized GRI framework for sustainability reporting. At JetBlue, we recognize the importance of sustainability to the long-term success of our business. We believe our environmental and social responsibility initiatives combined with our superior product and customer service will help us achieve our goal of becoming the Americas' Favorite Airline.

In this JetBlue 2010-2011 Environmental and Social Report, we provide insight into our economic, environmental and social performance over 2010 and 2011. We believe our environmental and social responsibility initiatives combined with our superior product and customer service will help us achieve our goal of becoming the Americas' Favorite Airline.

OUR **STORY**

WE BELIEVE THAT A KEY ELEMENT OF OUR CURRENT AND LONG-TERM SUCCESS IS THAT WE OFFER CUSTOMERS A BETTER ALTERNATIVE FOR AIR TRAVEL.

At JetBlue, we are a relatively young company with a growing fleet and expanding route network. We are focused on profitable growth, particularly with business customers in Boston and customers visiting friends and family in the Caribbean and Latin America. We are building partnerships with other airlines to expand our network, particularly out of JFK. In this section of our report, we summarize our 2010 and 2011 economic performance as well as describe our crewmembers and employment policies, facilities and fleet, network, and governance.

ECONOMICS

At JetBlue, our financial strategy includes a commitment to sustainable growth. We are committed to controlling costs, maximizing unit revenues and managing capital expenditures, which we believe drives sustainable growth.

In 2010, we reported a net income of $97 million and an operating margin of 8.8% compared to net income of $61 million and an operating margin of 8.6% in 2009. The year-over-year improvement in our financial performance was primarily a result of an 8% increase in our average fares and 7% increase in capacity, offset by a 10% increase in our realized fuel price.

In 2011, we reported a net income of $86 million and an operating margin of 7.1%. The year-over-year decline in our financial performance was primarily a result of higher fuel prices.

Operating Revenues by Geographic Regions as of December 31, 2011 (in millions)

	2011	2010
Domestic	$3,351	$2,900
Caribbean	$1,153	$879
Total	**$4,504**	**$3,779**

Passenger revenue accounted for 90% of our total operating revenues for the year ending December 31, 2010, and 91% of our total operating revenues for the year ending December 31, 2011. Revenues generated from international routes, including Puerto Rico, accounted for 24% of our total passenger revenues in 2010 and 26% of our total passenger revenues in 2011. Revenue is recognized either when transportation is provided or after the ticket or customer credit expires.

We measure capacity in terms of available seat miles, which represents the number of seats available for customers multiplied by the number of miles the seats are flown. Yield, or the average amount one customer pays to fly one mile, is calculated by dividing passenger revenue by revenue passenger miles. We strive to increase passenger revenue primarily by increasing our yield per flight, which produces higher revenue per available seat mile (RASM). Our objective is to optimize our fare mix in certain markets and to utilize our network to maximize connecting opportunities while continuing to provide our customers with competitive fares.

Other sources of revenue consist primarily of fees charged to customers in accordance with our published policies relating to reservation changes and baggage limitations, the marketing component of TrueBlue point sales, concession revenues, revenues associated with transporting mail and cargo, rental income, and revenues earned by LiveTV® for the sale of and ongoing services provided for inflight entertainment systems on other airlines.

The airline industry is one of the most heavily taxed in the U.S., with taxes and fees accounting for approximately 16% of the total fare charged to a customer in 2010 and 15% of the total fare charged in 2011. Airlines are obligated to fund all of these taxes and fees regardless of their ability to pass these charges on to the customer.

Even More Space

In June 2011, JetBlue launched Even More Space, a seating option that provides extra legroom, early boarding and early access to overhead bin space. Even More Space is available for rows one through five plus emergency exit rows 10 and 11 on the Airbus 320 (A320) aircraft and in row one and the emergency exit row 12 of the EMBRAER 190 (E190) aircraft. Customers may select Even More Space for an additional charge, which varies by route. Customer response to Even More Space exceeded our expectations, resulting in more than $120 million of incremental revenue in 2011.

Provision for Income Taxes for Years Ending December 31 (in millions)

Income Tax Expense	2011	2010
Federal deferred	$51	$55
State deferred	$7	$7
Subtotal deferred	*$58*	*$62*
Current	$1	$2
Total	**$59**	**$64**

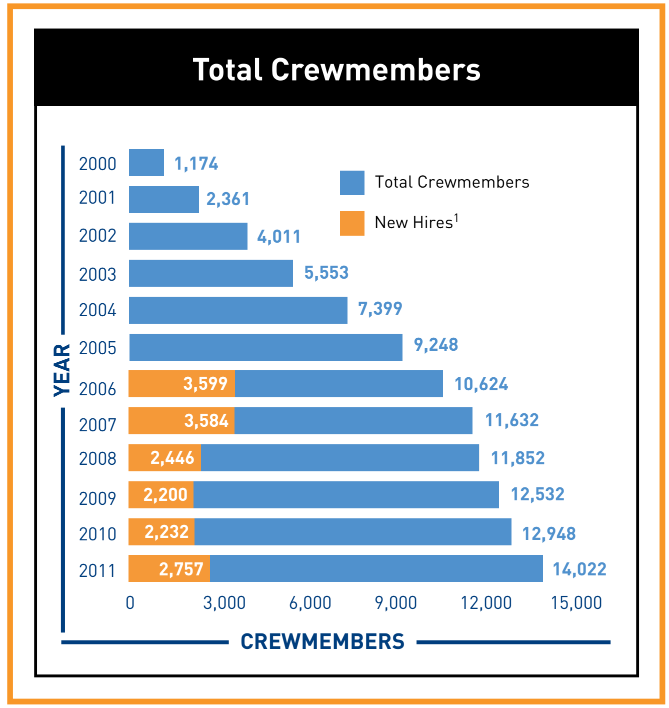
Operating revenues are allocated to geographic regions, as defined by the U.S. Department of Transportation (DOT), based upon the origination and destination of each flight segment. As of December 31, 2011, we serve 20 locations in the Caribbean and Latin American region, or Latin America as defined by the DOT. However, JetBlue also includes Puerto Rico when reviewing the Caribbean region. Therefore, we have included our three destinations in Puerto Rico in our Caribbean allocation of revenues.

SUBSIDIARIES

As of December 31, 2011, JetBlue had five subsidiaries: These are LiveTV®, LLC; LiveTV® International Inc.; BlueBermuda Insurance, LTD; LiveTV® Airfone, LLC; and JetBlue Airways Corporation Sucursal Colombia.

Our LiveTV® service provides inflight entertainment, voice communication and data connectivity services for commercial and general aviation aircraft. At the end of 2011, LiveTV® had agreements with six other domestic and international commercial airlines for the sale and installation of hardware, programming and maintenance of its live, in-seat satellite television and XM satellite radio service. LiveTV® also has general aviation customers to which it supplies voice and data communication services. In 2011, JetBlue partnered with ViaSat Inc., a leader in satellite technologies, to develop a state-of-the-art, in-flight broadband connectivity technology. LiveTV® will help us introduce the technology on our aircraft beginning in 2013. LiveTV® is also working with ViaSat Inc. to support in-flight connectivity for other airlines in the future.

BlueBermuda Insurance, LTD, is a wholly owned subsidiary that assists us in maintaining a low-cost structure and is a captive insurance entity. JetBlue Airways Corporation Sucursal Colombia is a subsidiary we were required to form under Colombian law in order to operate in the country.



[1] New hire data unavailable for 2000 through 2005.

EMPLOYMENT

Unlike most airlines, we have a non-union workforce. We believe this provides us with more flexibility and contributes to our ability to maintain one of the lowest cost structures in the industry. Our approach allows us to be more productive, although we are subject to ongoing attempts at unionization.

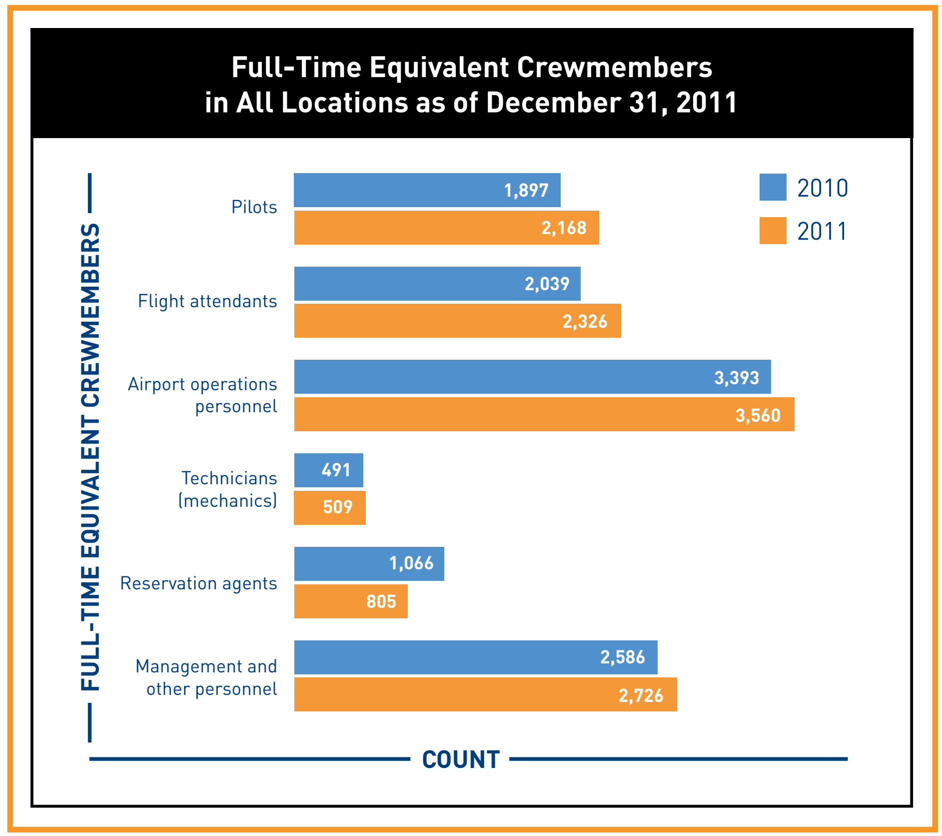
We believe a direct relationship with JetBlue leadership, not third-party representation, is in the best interests of our crewmembers, customers and shareholders. We enter into individual employment agreements with each of our Federal Aviation Administration (FAA)-licensed crewmembers, which includes pilots, dispatchers, technicians and inspectors. Each employment agreement is for a term of five years and renews for an additional five-year term unless the employee is terminated for cause or the employee elects not to renew. Pursuant to these agreements, these crewmembers can only be terminated for cause. In the event of a downturn in our business that would require a reduction in work hours, we are obligated to pay these crewmembers a guaranteed level of income

Our LiveTV® service provides inflight entertainment, voice communication and data connectivity services for commercial and general aviation aircraft. At the end of 2011, LiveTV® had agreements with six other domestic and international commercial airlines for the sale and installation of hardware, programming and maintenance of its live, in-seat satellite television and XM satellite radio service.

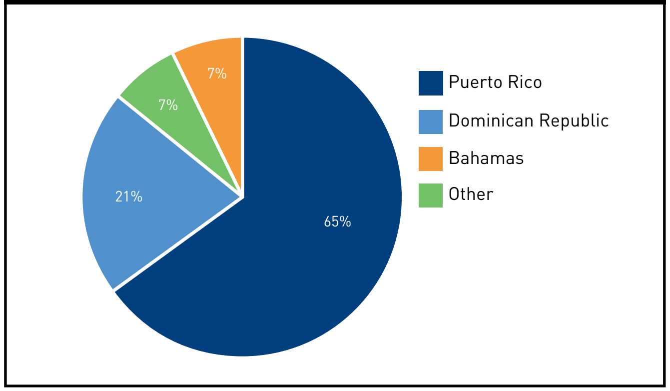
We enter into individual employment agreements with each of our FAA-licensed crewmembers, which includes pilots, dispatchers, technicians and inspectors. Each employment agreement is for a term of five years.

and to continue their benefits. In addition, we provide what we believe to be industry-leading job protection language in the agreements in the event of a merger or acquisition, including the establishment of a legal defense fund to use for seniority integration negotiations.

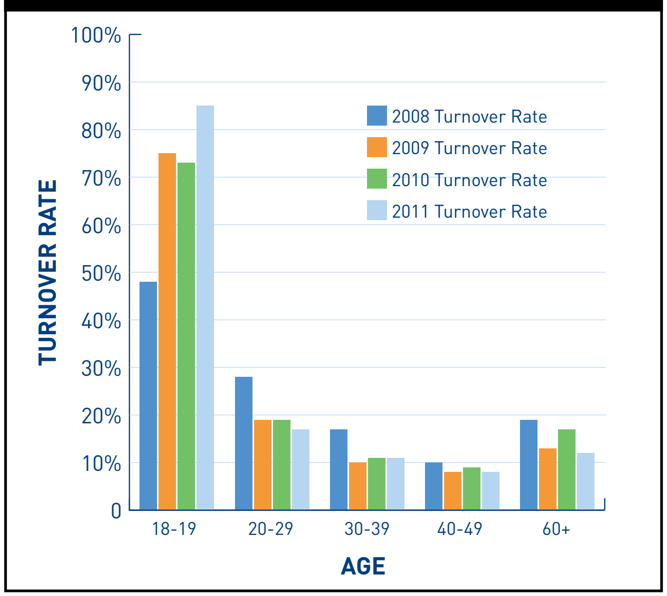
Between 2010 and 2011, we grew our workforce. As of December 31, 2010, JetBlue employed 9,626 full-time and 3,322 part-time crewmembers, for a total 12,948 crewmembers. By December 31, 2011, JetBlue employed 10,243 full-time and 3,779 part-time crewmembers, for a total of 14,022 crewmembers.



Crewmembers in International Locations as of December 31, 2011



Crewmember Turnover[1]



The majority of our crewmembers are based in the United States; however, we have significant numbers of crewmembers at our stations in the Bahamas, Dominican Republic and Puerto Rico. The remaining Caribbean locations use local subcontractors for most ground operations and are staffed with fewer than five JetBlue crewmembers at each location.

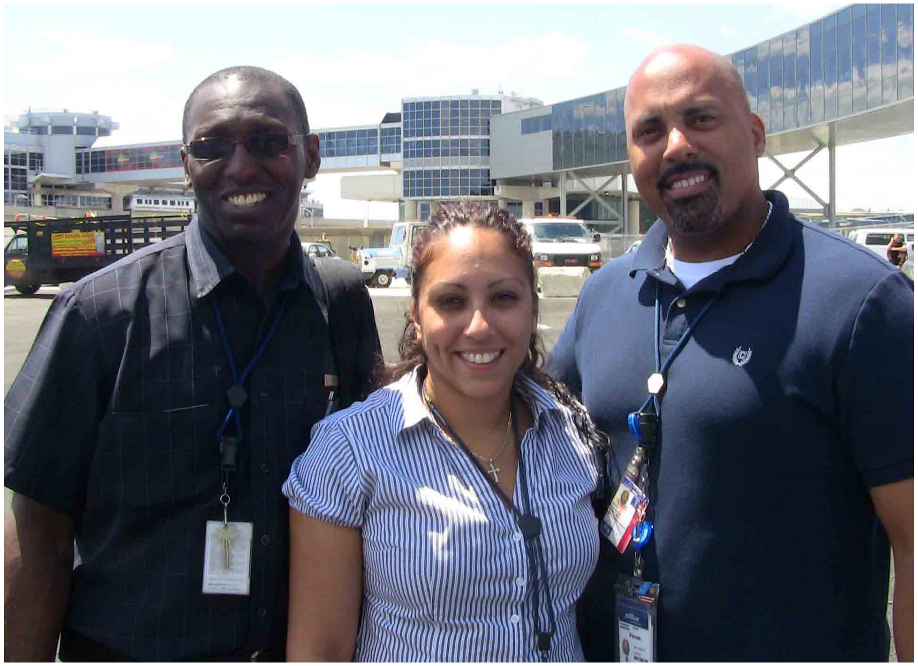
Our crewmember turnover rate averaged 12% in 2010 and 11% in 2011. Turnover rates are lowest among crewmembers aged 30 to 59 and highest among the youngest of our work force — those younger than 20.

Wages and Benefits

In 2010, salaries, wages and benefits increased 15%, or $115 million, due to an increase in average full-time equivalent crewmembers and increases in pay rates. We hired additional crewmembers in preparation for our new customer service system implementation that began in January 2010. We also experienced an increase in overtime pay as a result of severe winter storms in the Northeast both in early and late 2010.

[1] The number of crewmembers under age 20 is small (fewer than 20 individuals, or around 0.1% of total crewmembers in both 2010 and 2011). Many of these crewmembers had internships or temporary positions that were expected to terminate after a defined period of time. For these reasons, the turnover rates for crewmembers under age 20 appears high.

As of December 31, 2011, we employed 10,243 full-time and 3,779 part-time crewmembers. The majority of our crewmembers are based in the United States; however, we have significant numbers of crewmembers at our stations in the Bahamas, Dominican Republic and Puerto Rico.



In 2011, salaries, wages and benefits increased an additional 6%, or $56 million. This increase resulted mainly from a 5% increase in the average number of full-time equivalent crewmembers needed to support our profitable growth plans, increases in wages and related benefits associated with pay increases, and the increasing seniority levels of our crewmembers.

Caring for our crewmembers is part of who we are. Unlike most airlines, we have a non-union workforce and a policy of not furloughing crewmembers during economic downturns. The implementation of this policy is partially responsible for increases in average full-time equivalent crewmembers salaries, wages and benefits in 2010.

JetBlue offers a comprehensive and competitive benefits package to our part-time and full-time crewmembers. Additionally, both part and full-time crewmembers are eligible to participate in our crewmember stock purchase and profit-sharing programs. Our retirement plan is composed of a defined contribution plan — 401(k) with both employee contribution and employer match. We believe this provides our crewmembers maximum flexibility in managing their retirement benefits and eliminates the need for reliance on any managed funds that would be required to back traditional pensions.

Highlights of our comprehensive benefits package include:

- Four health plans to provide our crewmembers options and the ability to select plans that match their budgets
- Up to $250 in flexible spending account funds offered to every crewmember for evidence of healthy behaviors to offset their out-of-pocket medical expenses, regardless of whether or not they are on our health plan
- Dollar-for-dollar 401(k) match on the first 5% of crewmember contributions subject to Internal Revenue Service limits
- Profit-sharing contributions equal to 5% of eligible crewmember salaries are deposited directly into a retirement account each year whether or not the airline is profitable
- Profit-sharing and 401(k) contributions expense total $61 million, $55 million, $48 million, $43 million and $39 million in 2011, 2010, 2009, 2008 and 2007 respectively

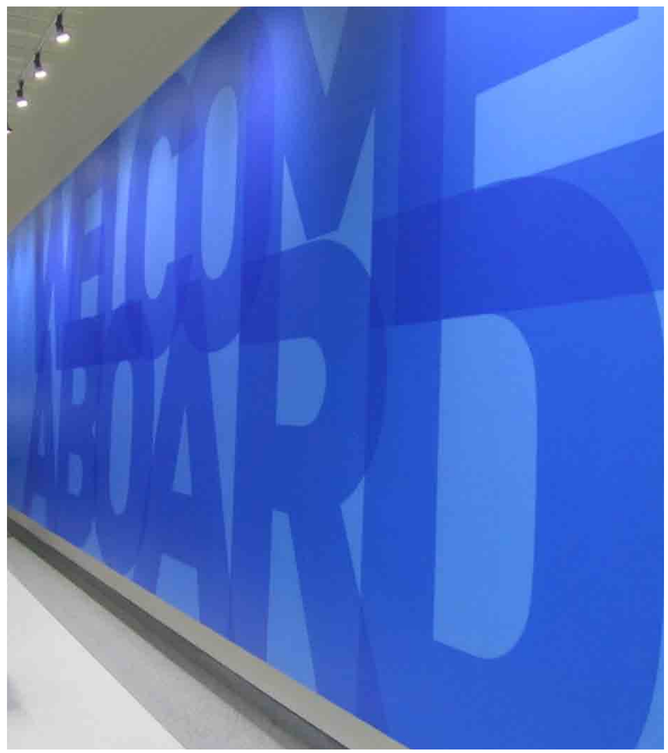
- 5% discount offered through our crewmember stock purchase plan
- All crewmembers have a 401(k) account, and 72% of crewmembers participate in voluntary salary deferrals
- 100% of eligible crewmembers participate in our profit-sharing program

JetBlue Crewmember Crisis Fund

In February 2002, the nonprofit JetBlue Crewmember Crisis Fund (JCCF) was formed to assist crewmembers and their immediate families in times of crisis when they have no other means by which to support themselves. Grants are awarded to assist with rent or mortgage, utilities, food and clothing when crewmembers and their families are struggling due to fires, hurricanes, other disasters, injuries or extended illnesses. The entire process is confidential — only the fund administrator learns the identity of the crewmember in need.

The JCCF consists of 13 board members, three executive board members and eight board members representing each of the major JetBlue departments. Two crewmembers also serve as nonvoting administrative support to the JCCF. The JCCF board, whose members are volunteers, is committed to confidentially evaluating each of the requests for grants and ensuring that the grants meet the mission of the JCCF. The board meets monthly to review applications and discuss the business of the fund. In cases of extreme crisis, there may be other application reviews, as stated in JCCF policies.

Funds for JCCF grants come from crewmembers via a tax-deductible payroll deduction. Nearly 100% of crewmembers' donations to JCCF go directly to the grants. More than 55% of crewmembers donate to the JCCF, and crewmember participation in JCCF donations continues to grow. JCCF also receives donations from outside organizations and fundraisers. Since the incorporation of the JCCF through December 31, 2011, the JCCF received more than $6 million in donations. The JCCF has distributed approximately 865 grants averaging $3,379 each for a total distribution of nearly $3 million as of December 31, 2011.



"I am unable to find the words to express how much this grant has meant to me. It is a blessing to be able to be part of a business whose employees have gone out of their way to create a program like this one. I could not begin to express my gratitude. I will continue to donate and am proud to be able to help others who are in situations like mine."

– Anonymous crewmember recipient of JCCF grant

FACILITIES AND FLEET

As of December 31, 2011, our primary corporate offices were located in Forest Hills, N.Y.; our finance department was based in Darien, Conn.; and our reservations and customer support center is in Salt Lake City. We occupy all of our facilities at each of the airports we serve under leases or other occupancy agreements.

Our agreements for aircraft service facilities include:

- 70,000-square-foot aircraft maintenance hangar at JFK
- 32,000-square-foot office and warehouse facility at JFK to accommodate our technical support operations and customer provisioning personnel
- 19,000-square-foot building at JFK to store spare aircraft parts and perform ground equipment maintenance
- 80,000-square-foot flight and crewmember training center at Orlando International Airport in Florida
- 70,000-square-foot LiveTV® hangar at Orlando International Airport for the installation and maintenance of in-flight satellite television systems and aircraft maintenance

In November 2005, we executed a lease agreement with the Port Authority of New York and New Jersey for the construction and operation of Terminal 5, which became our principal base of operations at JFK in October 2008. In December 2010, we executed a five-year supplement to this lease agreement for the Terminal 6 property adjacent to our operations at Terminal 5.

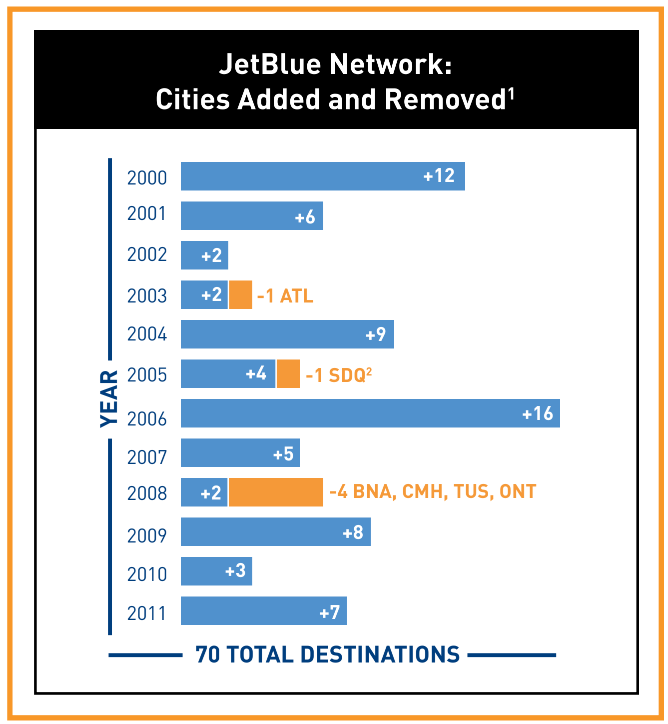
Our operations at Boston's Logan International Airport (Logan) are based at Terminal C. As of December 31, 2011, we operated 17 gates and 42 ticket counter positions, including 10 international ticket counters. In 2011, Massport completed work that connected two concourses within Terminal C, centralizing the security checkpoint and providing our customers the convenience of 14 contiguous gates.

Other JetBlue focus cities include Long Beach, Calif.; Orlando, Fla.; Fort Lauderdale, Fla.; and San Juan, Puerto Rico. Our West Coast operations are based at Long Beach Municipal Airport, which serves the Los Angeles area. In 2010, the Long Beach Airport began work on redevelopment efforts, including a new parking structure and new terminal, which is expected to open in 2013. In Florida, our primary operations are at Orlando International Airport and Fort Lauderdale-Hollywood International Airport. Our operations in San Juan, Puerto Rico, are based at Luis Muñoz Marin International Airport.

Because we lease our facilities, our tangible assets primarily consist of our fleet of aircraft, which is one of the youngest and most fuel-efficient fleets of any major U.S. airline. As of December 31, 2011, it consisted of 120 A320 aircraft each powered by two V2527-A5 International Aero Engines and 49 E190 aircraft each powered by two General Electric CF-34-10 engines. All of our aircraft carry U.S. registration numbers.

CAPACITY DISTRIBUTION

As of December 31, 2011, we operated 700 daily flights serving 70 destinations in 22 states, Puerto Rico, Mexico and 12 countries in the Caribbean and Latin America. Our disciplined growth includes our optimization of our route network by focusing on key regions. We increased focus on serving business travelers in Boston and travelers visiting friends and family in the Caribbean and Latin America. We also increased our partnerships with other airlines, particularly at JFK. We added three new destinations in 2010, and seven new destinations in 2011. In 2010, we added Washington D.C.'s Reagan National Airport, where we joined with the Metropolitan Washington Airports Authority to incorporate rooftop solar panels and other green building practices into the terminal. We strengthened our position as the largest carrier in Boston by adding six new destinations from Boston in 2010 and five new destinations from Boston in 2011.



[1] ATL is Hartsfield-Jackson Atlanta International Airport in Atlanta; SDQ is Las Americas International Airport near Santo Domingo, Dominican Republic; BNA is Nashville International Airport in Nashville, Tenn.; CMH is Port Columbus International Airport in Columbus, Ohio; TUS is Tucson International Airport in Tucson, Ariz.; ONT is L.A./Ontario International Airport in Ontario, Calif.

[2] SDQ was added back to the network in 2007.

Our fleet is one of the youngest and most fuel-efficient fleets of any major U.S. airline. As of December 31, 2011, it consisted of 120 A320 aircraft and 49 E190 aircraft. All of our aircraft carry U.S. registration numbers.

We are focused on optimizing our schedule and balancing our network to serve a diversified customer mix of leisure travelers, business travelers and traffic from visiting friends and relatives. In 2011, we won auctions for eight take-off and landing slots at each of New York City's LaGuardia and Washington, D.C.'s Ronald Reagan National airports, and we plan to begin our expanded service at each of these airports in 2012.

In the Caribbean and Latin America region, we continued to increase our presence and reached milestones in 2011 by becoming the largest airline serving both Puerto Rico and the Dominican Republic. In particular, our expansion in San Juan, Puerto Rico, included the introduction of intra-island service to many of our Caribbean destinations. As of December 31, 2011, we had approximately 25% of our capacity in the Caribbean and Latin America.

Capacity Distribution		
	2011	**2010**
East Coast — Western U.S.	32.4%	34.5%
Northeast — Florida	32.2%	31.4%
Medium-haul	3.2%	3.3%
Short-haul	7.5%	7.6%
Caribbean, including Puerto Rico	24.7%	23.2%
Total	**100%**	**100%**

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When we enter a new market, our fares are designed to stimulate demand, particularly from fare-conscious leisure and business travelers. In addition to our regular fare structure, we frequently offer sale fares with shorter advance purchase requirements in most of the markets we serve and match the sale fares offered by other airlines.

GOVERNANCE

The JetBlue Code of Business Conduct governs the actions of all JetBlue crewmembers, which includes members of the JetBlue Board of Directors. We hold ourselves to the JetBlue values of safety, caring, integrity, fun and passion, which we believe are integral to the JetBlue Experience for customers and crewmembers alike.

One of the ways in which we try to live our values is through our governance practices, enhancing transparency for our stakeholders. The business of JetBlue is managed under the direction of our Board of Directors. As of December 31, 2011, our 11-member JetBlue Board of Directors was comprised of one employee director and 10 independent directors. Three of our directors, approximately 27%, are female.

As of the end of 2011, there were four standing board committees: Audit, Compensation, Airline Safety, and Corporate Governance and Nominating. We established the Airline Safety Committee on September 16, 2010. The board performs a self-assessment annually. We believe our current practices and policies address social and environmental concerns that are material to our business and important to our stakeholders and do not require the addition of a social/environmental committee to our board.

Stockholders may communicate with our Board of Directors by sending a letter to the JetBlue Board of Directors, c/o Corporate Secretary, JetBlue Airways Corporation, 27-01 Queens Plaza North, Long Island City, NY 11101. Stockholders may communicate to the board on an anonymous or confidential basis.

The chair of the Audit Committee is advised of communications that allege management misconduct or raise legal, ethical or compliance concerns about company policies and practices. We adopted and published our Code of Ethics, which applies to our chief executive officer, chief financial officer, chief accounting officer and other senior financial officers.

Our governance guidelines, codes and committee charters are available on the investor relations portion of **www.jetblue.com**.

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About Our Board of Directors

- **Declassified board:** Our board members are elected annually.
- **Independent director as board chair:** The independence of our board's chair empowers both the Board of Directors and our executive officers and provides a healthy dynamic that enables each to function to the best of his or her ability, individually and as a unit.
- **Director stock ownership:** Our Board of Directors has adopted a policy whereby directors hold their grants of director stock units throughout their tenure as a director. Vested equity is issued six months following the director's departure from the Board of Directors.
- **Director resignation policy:** Any director who receives more withheld votes than for votes in an uncontested election shall submit a resignation for the board's consideration.
- **Removal of supermajority provisions from our charter documents:** We do not maintain supermajority voting provisions our charter documents.
- **Executive compensation practices:** We strive for transparent and realistic compensation packages. Refer to our 2010 and 2011 Definitive Proxy Statement (DEF-14A) at **http://investor.jetblue.com** for details.
- **Retirement and pension practices:** Our executives do not benefit from significant retirement or pension benefits. All of our crewmembers enjoy a retirement plan with a 401(k) component.

Compensation for Senior Leadership

Our annual incentive bonuses aim to reward executive officers and other leadership throughout the organization down to the manager level for attaining annual corporate performance targets. The bonuses are based on a number of factors which may vary from year to year, including net promoter score (NPS), ex-fuel cost per available seat mile (CASM) and operating margin. NPS is a brand loyalty analysis. Ex-fuel CASM is our operating expense per available seat mile, excluding fuel. Operating margin is a financial ratio calculated by dividing operating revenues into operating income.

In 2011, we adopted a hurdle of $1 of pre-tax income, as part of our ongoing efforts to ensure that our performance targets drive company performance. Pre-tax income is also the threshold for our front-line payment of profit sharing, which is payable to all non-equity eligible employees. Our manager level and above employees, including our named executive officers, will not benefit from bonus payments if our front-line personnel do not receive profit sharing due to our financial results.

OWNERSHIP DISTRIBUTION

Per our Proxy Statement dated March 28, 2012, based primarily on forms publicly filed with the U.S. Securities and Exchange Commission by the holders listed below, beneficial owners of more than 5% of our outstanding common stock are BlackRock Inc.; Deutsche Lufthansa; Donald Smith & Co. Inc.; FMR, LLC; Goldman Sachs Asset Management; PRIMECAP Management Co.; Wellington Management Co., LLP; and Whitebox Advisors, LLC. Our executive officers and directors own less than 1% of our total outstanding shares of common stock.

Stockholders may communicate with our Board of Directors by sending a letter to the JetBlue Board of Directors, c/o Corporate Secretary, JetBlue Airways Corporation, 27-01 Queens Plaza North, Long Island City, NY 11101. Stockholders may communicate with the Board of Directors on an anonymous or confidential basis.

A DECADE OF **JETBLUE SKIES**

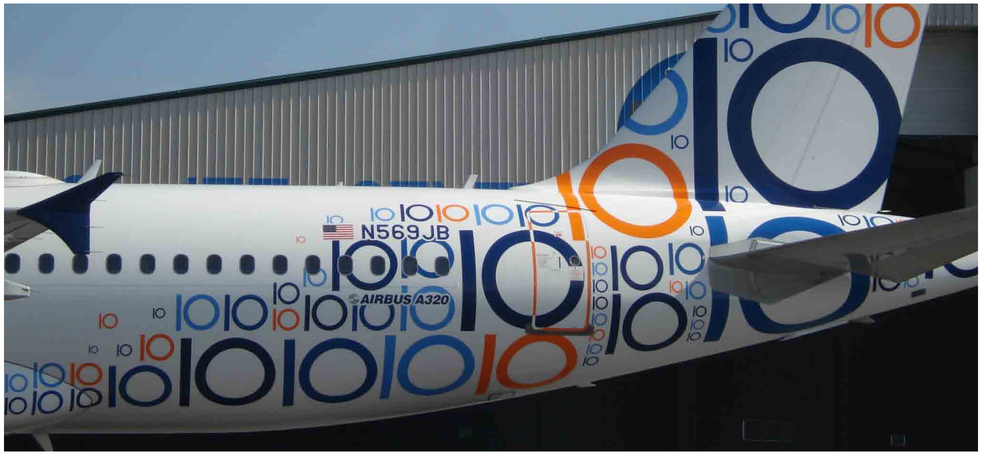
WE CELEBRATED THE 10TH ANNIVERSARY OF OUR FIRST FLIGHT WITH NEW COMMUNITY INVESTMENTS, SPECIAL EVENTS AND $10 FARES. TO OUR CREWMEMBERS, CUSTOMERS AND COMMUNITIES — WE THANK YOU FOR JETBLUE'S FIRST DECADE OF SUCCESS.

A decade ago, JetBlue set out to reinvent the traditional airline model and become the carrier of choice for our customers and a great place to work for our crewmembers. In the 10th anniversary of our first flight, we attribute our success in part to JetBlue's strategy as the un-airline of the industry, bringing humanity back to air travel and putting our customers first above all else.

A decade ago, JetBlue set out to reinvent the traditional airline model and become the carrier of choice for our customers and a great place to work for our crewmembers. On February 11, 2000, our 300 founding crewmembers launched JetBlue service with an inaugural flight between JFK and Fort Lauderdale-Hollywood International Airport in Florida. At the end of 2010, our 13,000 dedicated crewmembers operated an average of 650 daily flights serving 63 destinations in the U.S., Puerto Rico, the Caribbean and Latin America. In the 10th anniversary of our first flight, we attribute our success in part to JetBlue's strategy as the un-airline of the industry, bringing humanity back to air travel and putting our customers first above all else.

We celebrated our 10th anniversary with our crewmembers, customers and communities through special events, $10 fares and new community investments. On February 11, 2010, all our crewmembers kicked off the year-long celebration by enjoying food and festivities at each of our JetBlue locations. Throughout 2010, Chief Executive Officer Dave Barger visited every JetBlue location, meeting thousands of crewmembers, customers and investors.

We recognized our 10th anniversary by giving back to the communities where we live and work. We committed to building 10 new playgrounds for KaBOOM!, a national nonprofit organization aimed at creating great places to play for every child in America. As a supporting partner of KaBOOM!, we are passionate advocates for increasing play opportunities for children in the communities surrounding our JetBlue locations. Through our partnership with



KaBOOM!, our crewmembers and communities work as a team to build new playgrounds and spaces for children to be children. To kick off our 10 playground promise, we developed a new play area in Roxbury, Mass., in 2010, and in Revere, Mass., and Kissimmee, Fla., in 2011.

Our customers are the key to our success, so our crewmembers set out to deliver an unforgettable celebration for our customers. On March 9-10, 2010, we offered special $10 thank you fares between JFK and JetBlue's first 10 destinations. In addition to $10 fares, we announced on March 10, 2010, a special giveaway for our customers in New York City. Through our Twitter account, @JetBlue, we offered free roundtrip JetBlue tickets to customers who visited three locations in New York City and presented a birthday greeting to JetBlue. On June 10, 2010, we offered customers in Boston an opportunity to win one of 10 free roundtrip vacation getaways by competing in fun challenges such as juggling airplane bags of cashews or rhyming the word "blue." Through the New York City and Boston contests, we awarded more than 900 free roundtrip tickets or vacation getaways on JetBlue.

As we celebrated our anniversary with our crewmembers, customers and communities, we looked forward to success in our second decade. Despite turmoil in the airline industry and volatility in the cost of energy, we believe JetBlue's model uniquely positioned us to succeed over the last decade. Staying true to our JetBlue strategy, we aim to be the Americas' Favorite Airline by delivering superior customer service, the award-winning JetBlue Experience and the best domestic coach product in the skies in the decade ahead.

YOU ABOVE ALL

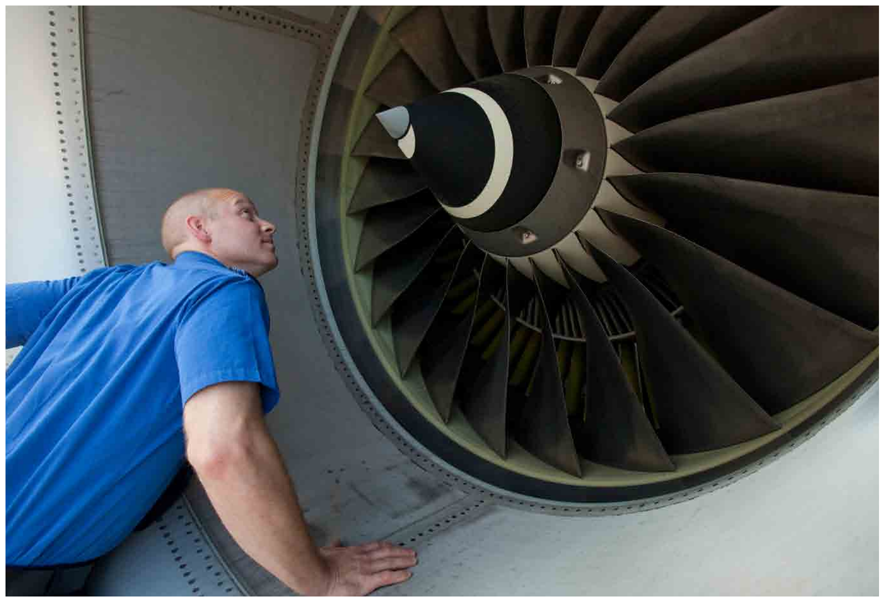
"We created a customer service company that happens to fly airplanes. Since 2000, we have succeeded in building a new airline category that focuses on friendly service, free snacks and drinks, comfortable leather seating with ample legroom, and complimentary satellite radio and live TV on personal seatback screens. We look forward to our next 10 years and thank all of our loyal customers and crewmembers for an incredible decade. We will continue to refine and refresh our product by listening to the valuable feedback from them while delivering more destinations, more choices and more value to our customers."

— Dave Barger
Chief Executive Officer

SAFETY AND SECURITY

"NOTHING IS MORE IMPORTANT THAN ENSURING OUR CUSTOMERS, CREWMEMBERS AND BUSINESS PARTNERS REMAIN SAFE THROUGHOUT THEIR ENTIRE JETBLUE EXPERIENCE. WE HAVE ENHANCED OUR SAFETY AND SECURITY INITIATIVES, AS WE CONTINUALLY STRIVE FOR EXCELLENCE IN THESE VITAL AREAS." – CRAIG HOSKINS, VICE PRESIDENT OF SAFETY AND CHIEF SAFETY OFFICER

Safety is our number one value. Nothing is more important than ensuring our customers, crewmembers and business partners remain safe throughout their entire JetBlue Experience.



SAFETY

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Our Integrated Safety Management System (ISMS) is our corporate approach to managing safety risk at JetBlue. ISMS promotes individual and group values, proper attitudes, core competencies and responsible patterns of behavior, which reinforce JetBlue's corporate commitment to safety. The foundation of our approach is communication, mutual trust, shared value of safety and confidence in the effectiveness of preventative measures. We provide extensive safety training for our pilots, in-flight crewmembers, technicians, airport agents, dispatchers and reservation agents. As part of our ISMS, we hire caring and passionate people, train them to applicable standards, and provide them with appropriate tools and equipment.

We strive to comply with all applicable laws and regulations regarding safety, but our approach to safety includes more than compliance. We often go beyond industry requirements. For example, since 2010, we have provided in-depth, airline-specific Occupational Safety and Health Administration (OSHA) 10-hour certification training for our front-line crewmembers. In 2010, we introduced the Ground Safety Continuing Analysis and Surveillance System as a tool for continuous improvement of our safety programs. The intent of this program is to provide ongoing feedback, implement corrective action, and track results to increase the performance and effectiveness of our safety programs. We emphasize both occupational and environmental safety across our network, and we use physical abilities testing for those work groups at greatest risk of ergonomic injuries. Additionally, JetBlue has joined with other airlines and OSHA in voluntary partnerships focused on reducing ergonomic injuries and improving airport ramp safety.

We believe our approach is working. We have seen significant year-over-year decreases in both workers compensation claims and OSHA recordable incidents. Between January 1, 2010, and December 31, 2011, our corporate OSHA injury rates decreased 20%, which is consistent with the overall downward trend in our injury rates since 2005. Our decreased injury rates are a direct result of our crewmembers' increased safety awareness and training and our continuous safety program improvements. And we won't stop there. We aim to provide the safest environment in the industry.

Evaluating Flight Risk

Risk Working Groups are an integral part of our safety management system at JetBlue. The most prominent and mature of these groups is the Flight Risk Working Group, which assesses and analyzes potential areas of risk and subsequently recommends preventative or corrective actions, as needed. For example, our Flight Risk Working Group helped incorporate safety measures tailored to each airport in the Airport Briefing Guides, which contain airport-specific tools for pilots. These safety measures address unique situations that present flight risks at individual airports based on the region where the airport is located or the individual airport's circumstances.

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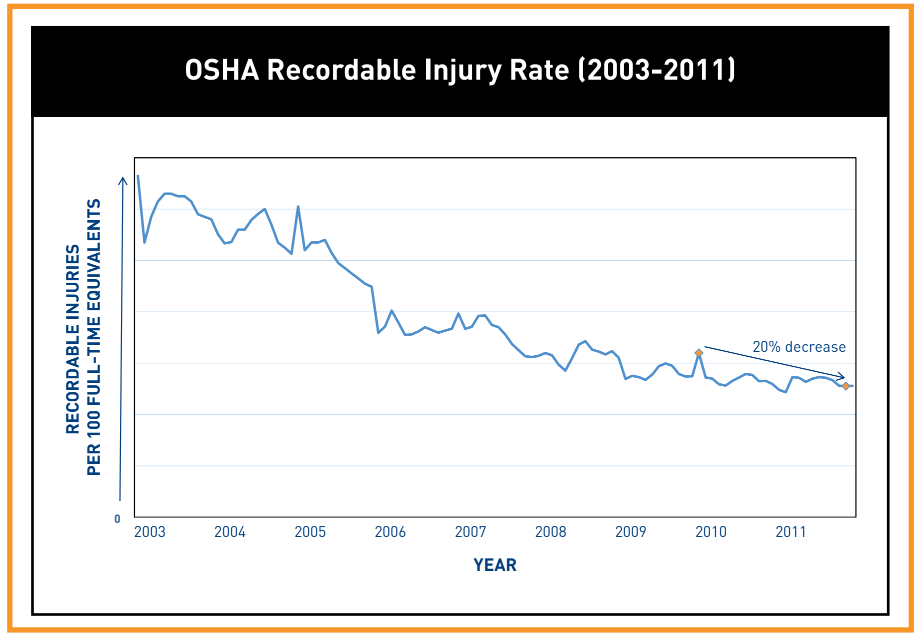
We comply with all TSA security requirements and promote initiatives that will make security as hasslefree as possible. We have voluntarily implemented additional security measures. For instance, each Airbus A320 aircraft now has four cabin security cameras with a live video feed to the cockpit to provide real-time situational awareness. We have instituted a 24-hour security operations desk, Blue Watch, which assesses and manages threats, records and monitors suspicious activity within the JetBlue operating system, and serves as a prime communications channel between us and our law enforcement and aviation security business partners.

Sharing Promotes Safety

We continue to expand our participation in voluntary programs in partnership with the Airlines for America (A4A) , formerly Air Transport Association of America, and the FAA's Aviation Safety Information Analysis and Sharing program. We actively participate in voluntary FAA safety programs, including Aviation Safety Action Program, Flight Operational Quality Assurance, Wildlife Strike Prevention and Line Operation Safety Audits. These voluntary programs are the result of FAA-sponsored initiatives to raise safety performance through awareness of safety trends in the industry. Through these programs, we share dozens of safety-related metrics with our regulators and our competitors. This peer-to-peer sharing of best practices results in a safer air transport system. By choosing not to disclose specific performance measures, we help encourage the continued peer-to-peer sharing of safety practices and metrics that result in safer air travel for all.



OSHA Recordable Injury Rate (2003-2011)

SECURITY

The November 2001 Aviation and Transportation Security Act — also known as the Aviation Security Act — federalized substantially all aspects of civil aviation security. The Aviation Security Act required, among other things, the creation of the Transportation Security Administration (TSA), which oversees all aviation security and the implementation of certain security measures by airlines and airports, such as the requirement that all customer bags be screened for explosives.

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REDUCING OUR **IMPACT**

AT JETBLUE, WE BELIEVE IT IS OUR RESPONSIBILITY TO REDUCE OUR EFFECT ON THE ENVIRONMENT. WE MANAGE OUR GREENHOUSE GAS EMISSIONS, PREVENT SPILLS, CONTROL AIRPORT NOISE, TRACK OUR IMPACTS ON BIRDS, AND REUSE AND RECYCLE WASTES.

REGULATORY COMPLIANCE

We are subject to various federal, state, local and international laws relating to the protection of the environment, including the discharge or disposal of materials and chemicals and the regulation of aircraft noise administered by numerous state and federal agencies. Throughout 2010 and 2011, JetBlue did not receive any notices of violation or non-compliance from local, state or federal regulatory agencies.

Controlling Noise

The Airport Noise and Capacity Act of 1990 recognizes the right of airport operators with special noise problems to implement local noise abatement procedures as long as those procedures do not interfere unreasonably with the interstate and foreign commerce of the national air transportation system. Certain airports we serve, including San Diego and Long Beach, Calif., have established restrictions to minimize noise, which can include limits on the number of hourly or daily operations and the time of such operations. These limitations serve to protect the local noise-sensitive communities surrounding the airport. Our scheduled flights to these California airports and other airports with curfew restrictions are in compliance with the noise curfew limits, but when we experience irregular operations, on occasion, we may violate these curfews.

We have agreed to a payment structure with the Long Beach City Prosecutor for any violations. We make any necessary payments — based on infractions from the preceding quarter — quarterly to the Long Beach Public Library Foundation. Our curfew violation program is two-tiered, encompassing both unanticipated delays and consent decree violations. Unanticipated delay violations are usually billed individually and payable to the city. Consent decree violations are paid quarterly to the Long Beach Public Library Foundation. In 2010, we incurred 377 curfew violations — of which 201 were exempted for a savings of $60,300 — and paid out a total of $585,000 in fines. We incurred 377 curfew violations — of which 201 were exempted — in 2010, and we incurred 342 violations, of which 190 were exempted, in 2011. We paid out a total of $585,000 and $555,000 in fines in 2010 and 2011, respectively.

Preventing Spills

Spills are a largely avoidable occurrence for airlines, and JetBlue strives to reduce the total number of spills that occur as a result of our operations. Local jurisdictions are responsible for establishing reporting thresholds for spills. Our quality team inspects the cause of each spill and in 2008 determined that the majority of the releases occurred because of procedures that did not fully depressurize the wings of our E190 aircraft before

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fueling. The high pressure resulted in the expulsion of fuel during the refueling process. To mitigate this issue, we revised our fueling procedures and required our business partner to conduct a pre-test to ensure the wing is sufficiently depressurized before fueling. As a result of this change, we saw a significant and consistent improvement since 2008. JetBlue had four reportable jet fuel spills totaling approximately 65 gallons of fuel in 2010 and three reportable jet fuel spills totaling approximately 45 gallons of fuel in 2011. All reportable fuel spills were properly closed out.

WASTE REDUCTION

Airline operations produce waste at offices, terminals and tarmacs. At JetBlue, we reduce, recycle and reuse wastes ranging from printer paper and food packaging to batteries and jet fuel. For instance, we save paper by publishing this *JetBlue 2010-2011 Environmental and Social Report* electronically. Through our recycling and reuse initiatives, we have reduced waste placed in landfills.

Recycling

Since our operations began in 2000, JetBlue's domestic trash generated at JFK, our largest operation, has been sorted and recycled. Our business partner at JFK removes about 90% of the recyclable materials from our waste stream. The commingled trash is removed from JFK's Terminal 5 and the Forest Hills Support Center and separated into categories including glass, metal, plastic, paper, newspaper, magazines and compost. The piles are baled for transport to paper mills and recycling centers.

Reducing Hazardous Waste

In 2008, we focused on dramatically reducing our waste footprint and were able to limit our hazardous waste generation, including spent jet fuel, to less than 1,000 kilograms each month. We accomplished this by recycling spent jet fuel and used oil, oil and fuel filters, and lithium/NiCad batteries (from laptops, cell phones, two-way radios and handheld cashless devices). As a result of the successful implementation of this program at JFK and our success with reducing spills, we are pleased that we have continued to limit our hazardous waste generation through 2011.

Currently, we only recycle spent jet fuel in New York City. We have assessed the potential of implementing similar programs at our other stations; however, we do not generate enough volume at those locations to make such programs economically viable for us or our business partners. As such, those stations dispose of minimal volumes of hazardous wastes as needed.

Before 2008, all our spent jet fuel and used oil was incinerated. By implementing our spent jet fuel and used oil recycling program, we have eliminated a major portion of our former hazardous waste stream; however, we cannot eliminate our entire hazardous waste stream due to FAA regulations related to jet fuel. Every 40 hours, FAA mandates 1.5 gallons of fuel must be sumped from the aircraft wing and inspected for fuel quality. Regulations do not allow this sumped fuel to be collected and used in other equipment.

Each year we are required to dispose of expired containers of paints, adhesives and sealants. These wastes represent the majority of the hazardous waste we now generate. By actively managing procurement of these materials, we minimize generation of these wastes. In 2010 and 2011, we disposed of approximately 480 gallons and 660 gallons, respectively, of paints, adhesives and sealants by incineration. JetBlue does not have operations that rely on the use of materials containing chlorofluorocarbons.

WILDLIFE MANAGEMENT

Ironically, bird strikes by aircraft, which are completely unpredictable but highly manageable, provide a unique opportunity for JetBlue to actively participate in urban wildlife habitat management and improvement projects. The airports we serve are often located on large, managed tracts of land suitable for wildlife habitat. These habitats can be critical because they are often located in large cities that have encroached on increasingly strained or vanishing wildlife habitats. Airport property — particularly when adjacent to coastal or inland waters — can be an important ecological environment, particularly for birds and water fowl.

Hazardous Waste Recycled

	2010	2011
Batteries recycled (lbs.)	1,320	715
Fluorescent bulbs (lbs.)	180	290
Fuel filters recycled (lbs.)	165	165
Fuel/oil recycled (gallons)	4,308	5,551

According to the FAA, there were more than 121,000 wildlife strikes between 1990 and 2010. Besides adversely affecting bird populations, bird strikes by aircraft may result in expensive aircraft repairs and potential flight delays. JetBlue was one of the first domestic airlines to recognize the value of bird strike data and to voluntarily formalize a program to address the issue in every city it serves — even if the local airport authority did not require bird strike reporting. After each bird strike event, JetBlue reports the strike to the FAA, and the FAA maintains a record in its Wildlife Strike Database. We reported to the FAA 310 wildlife strikes in 2010 and 315 wildlife strikes in 2011. Most of these

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strikes resulted in no damage or only minor damage to the aircraft. Of the 625 total strikes in 2010 and 2011, only six strikes resulted in substantial damage that required major repairs to the aircraft. No injuries or human fatalities were reported as associated with any of JetBlue's wildlife strikes in 2010 or 2011.

After each strike, we also coordinate with the Smithsonian Institution's Feather Identification Laboratory to identify the species. We provide this data to local wildlife biologists charged with identifying resident species and improving and safeguarding their habitats. Additionally, through our policies regarding greenhouse gas (GHG) emissions offsets, JetBlue makes indirect contributions to habitat restoration projects located away from airports. Our recent results regarding GHG emission offsets are described later in this section and serve as one more example of how reducing our own impacts improves the environmental and social health of our communities.

GREENHOUSE GAS EMISSIONS

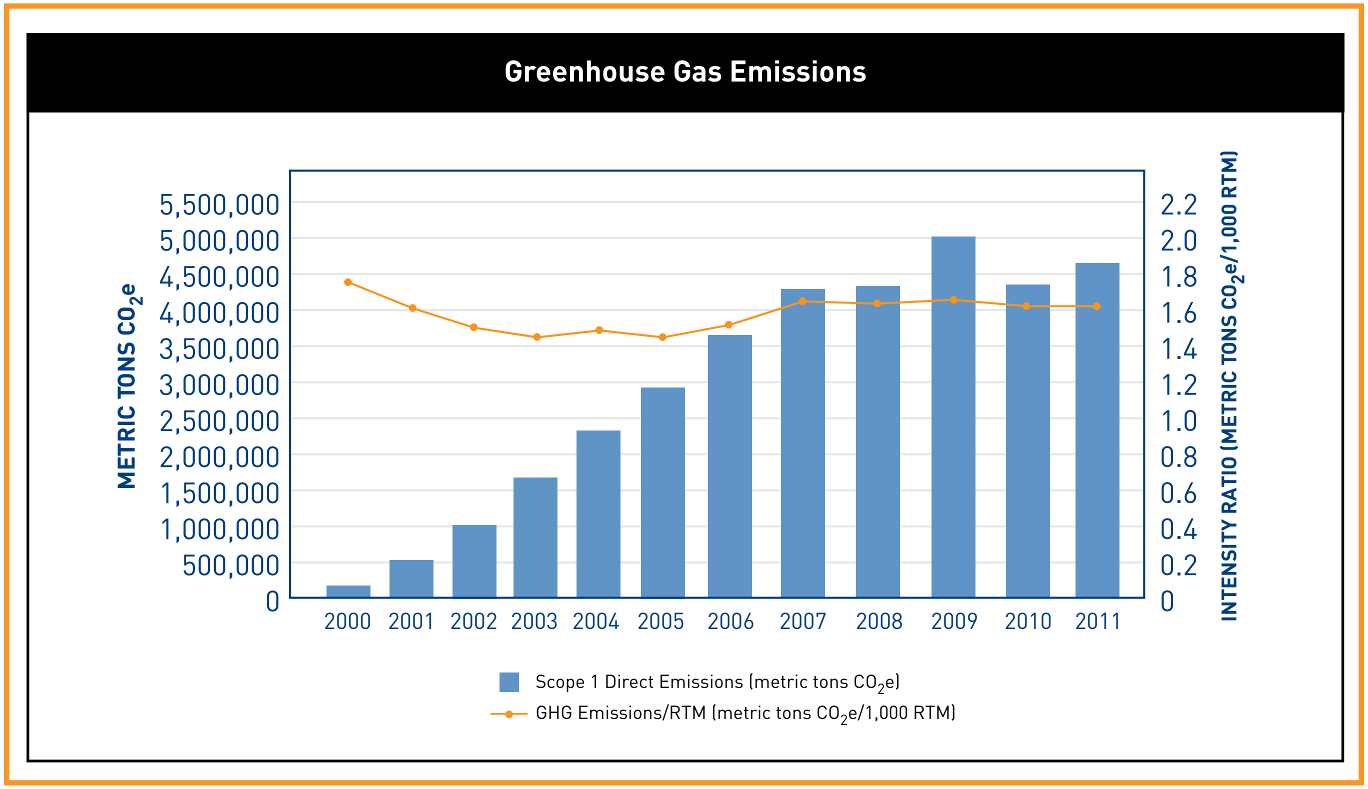
Industry Commitments

In 2010, JetBlue joined the International Air Transport Association (IATA). IATA reports that aviation is responsible for 2% of global manmade carbon dioxide (CO_2) emissions, and IATA has adopted targets to mitigate GHG emissions from the airline industry:

- An average fuel efficiency improvement of 1.5% per year through 2020
- A cap on aviation CO_2 emissions in the year 2020 (carbon-neutral growth)
- A reduction in CO_2 emissions of 50% by 2050, relative to 2005 levels

Greenhouse Gas Emissions

Year	Scope 1 Direct Emissions (metric tons CO_2e)	Revenue Ton Miles (RTM)	GHG Emissions/RTM (metric tons CO_2e/1,000 RTM)
2000	177,900	100,348,300	1.77
2001	532,900	329,598,800	1.62
2002	1,020,100	685,956,300	1.49
2003	1,675,500	1,156,850,500	1.45
2004	2,326,500	1,576,954,700	1.48
2005	2,926,900	2,027,586,800	1.44
2006	3,652,600	2,345,183,000	1.56
2007	4,290,300	2,588,321,400	1.66
2008	4,333,850	2,634,512,808	1.65
2009	4,351,035	2,620,365,837	1.66
2010	4,654,310	2,856,971,982	1.63
2011	5,023,365	3,095,234,716	1.62



We believe the combustion of jet fuel accounts for more than 99% of our total GHG emissions. We continue to disclose trend data for both absolute and relative GHG emissions for all operating years since we began service in 2000.

IATA has identified a strategy to mitigated GHG emissions through four key areas: improved technology, effective operations, efficient infrastructure and economic investment. At JetBlue, our fuel management and fleet management strategies, discussed further in this section, help us maximize our GHG emissions reductions.

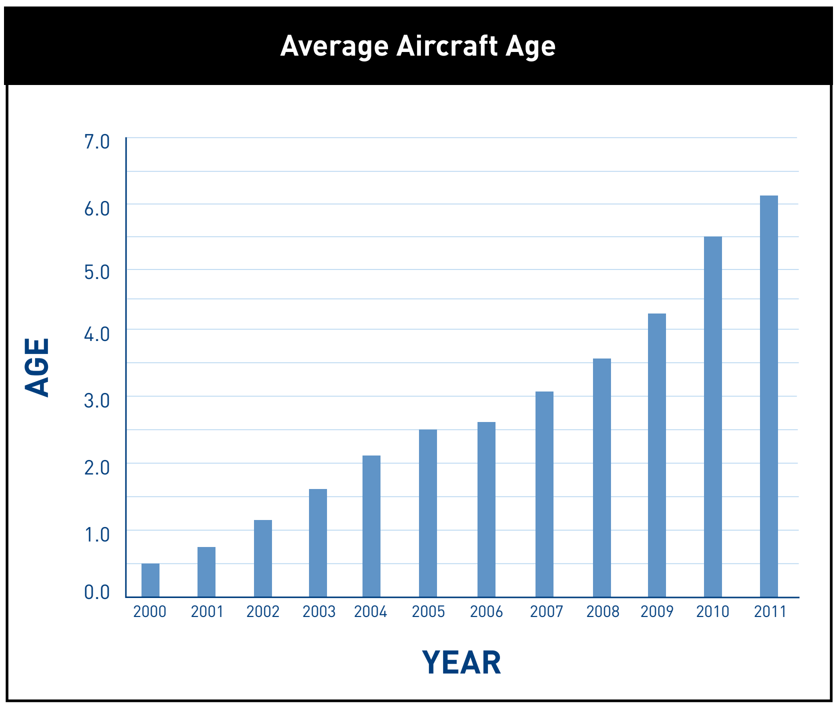
Greenhouse Gas Calculations

Our updated, independently calculated GHG inventory is provided to depict JetBlue's emissions impact. We continue to disclose trend data for both absolute and relative GHG emissions for all operating years since we began service in 2000. The updated inventory presented in this report was developed in accordance with global industry standards and protocols, such as *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard* from the World Resources Institute (WRI). We have included all six GHG constituents identified by the Kyoto Protocol and converted each to a common unit of measure, carbon dioxide equivalents (CO_2e), to account for the varying global warming potential of each GHG.

Based on industry data published by other airlines, we believe CO_2e emissions produced from the combustion of jet fuel account for more than 99% of our total GHG emissions. At the present time, we cannot quantify this due to lack of complete data for ground service equipment fuel use and electricity consumption at all of our facilities. Although we hope to close these data gaps in the future, we have elected to simplify our current GHG inventory by limiting it to WRI Scope 1 direct emissions from the combustion of jet fuel. We believe this simplification does not have a material impact on the data reported.

As a point-to-point, passenger airline, our work is measured primarily by the customers and cargo we transport. To provide some relevant context, we normalized our absolute GHG emissions to the amount of work completed as measured by RTMs. RTMs are defined as the weight in tons of revenue traffic (customer and cargo) transported multiplied by the miles flown. Dividing our absolute emissions by RTMs generated in the reporting period normalizes our GHG emissions to an intensity ratio and allows us to make a fair comparison of GHG emissions between reporting periods.

While the majority of airlines do normalize emission data, there is no clear agreement within the industry regarding what units should be used to normalize GHG emissions for airlines. The data provided in this report allows interested stakeholders to convert our disclosed values for comparison with other reporting organizations that have selected alternative units.

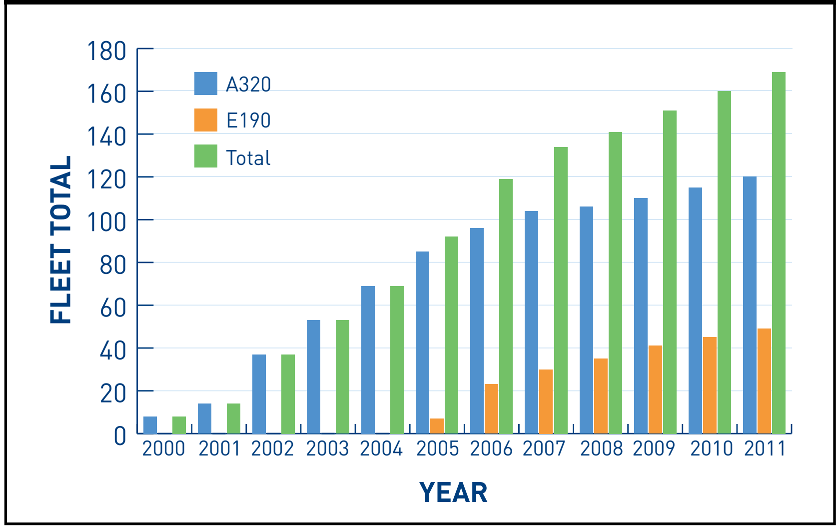


Fleet Management

Our business and environmental successes are contingent, in large part, upon our fleet management strategies. Our disciplined growth begins with managing the growth, size and age of our fleet. Managing this fleet well ends with the maximum reduction in our GHG emissions.

In response to continuing uncertain economic conditions, we continued to carefully manage the size of our fleet in 2010 and 2011. At the end of 2011, JetBlue operated a total of 169 aircraft, including 120 A320 aircraft and 49 E190 aircraft. In June 2011, we announced several significant changes to our fleet plan, which we believe will better position JetBlue to compete successfully over the long term. These changes include the deferral of eight A320 aircraft, the conversion of 30 A320 delivery positions to A321s and plans to reduce the future size of our E190 fleet by up to 25 aircraft. In addition, all of our A320 and A321 deliveries beginning in 2013 will

Aircraft Totals



Aircraft Fleet Inventory Ending December 31, 2011			
Aircraft	**Seating per Aircraft**	**Number of Aircraft**	**Average Age (years)**
A320	150	120	6.9
E190	100	49	4.1
Total	**250**	**169**	**6.1**

have "sharklets," which are wingtip devices that we expect will improve our fuel efficiency by roughly 3%. We anticipate that the improved fuel efficiency of these new aircraft will provide significant savings against our largest and most unpredictable cost, jet fuel. Finally, we announced plans to purchase 40 A320s with the new engine option, the A320neo — a significant investment in potentially game-changing technology. The A320neo — which we expect to begin taking delivery of in 2018 — should reduce our fuel consumption by 15% relative to the classic A320, provide up to 2 tons of additional payload up to 500 nautical miles, reduce engine noise and emissions, and provide JetBlue with improved operating and performance economics.

We believe that operating a newer fleet with the latest technologies makes our aircraft more fuel efficient and dependable, reduces maintenance and results in a better experience for our customers. Furthermore, older aircraft tend to burn more fuel and produce more emissions than their newer counterparts. While driven by financial pressures and market conditions, our continued commitment to maintaining a properly sized and relatively new fleet has allowed us to maintain a viable business plan while actively controlling GHG emissions.

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Fuel Management

Our fuel challenge team continues its mission to reduce and conserve fuel consumption across the JetBlue system. Fuel remains our most significant operating expense and largest source of GHG emissions. While the price of jet fuel increased by about 40% in 2011 compared to 2010, we believe we are well-positioned for a high fuel cost environment and to implement GHG emissions reduction initiatives. With an average fleet age of 6.1 years as of December 31, 2011, we believe we have the most fuel efficient fleet in the U.S., and we use efficient operating procedures to reduce GHG emissions.

To reduce and conserve fuel consumption, we use state-of-the art engine health monitoring systems, single-engine taxi to move aircraft on the ramp, and actively manage the age and efficiency of our ground service equipment. In addition we employ the following procedures for manage our fuel consumption:

- **Manage routes for efficiency:** We schedule our aircraft near capacity; however, we do not employ the overbooking strategies used by some carriers. By ensuring our aircraft are fully loaded before adding segments to a market, we maximize the value of our assets and minimize the intensity of our GHG emissions.
- **Support NextGen:** NextGen — the Next Generation of air traffic control initiatives focusing on the transformation of the national air transportation system to meet current and future demands — decreases fuel consumption and GHG emissions and avoids gridlock in the sky and at airports through a new dynamic satellite-based technology. An integral component of NextGen is the Automatic Dependent Surveillance-Broadcast (ADS-B), a surveillance technology for tracking aircraft. We are outfitting up to 35 of our A320 aircraft with ADS-B avionics to fly in relatively uncongested corridors along the East Coast as part of a $42 million FAA grant. JetBlue pilots will be trained to use the system. The agreement allows JetBlue to fly a new flight path to the Caribbean and could lead to the development of two new ADS-B only routes to the Caribbean from Boston, New York City and Washington, D.C. These newly developed, less congested flight routes will allow JetBlue to recognize even more fuel savings from its already fuel-efficient fleet.
- **Adopt single-engine taxi procedures:** In 2011, we estimated that our single-engine taxi procedures — defined as using only one engine when driving the aircraft between the terminal and the runway — have saved JetBlue 5.1 million gallons of fuel. That translates to approximately 50,000 metric tons of CO_2e and roughly $16.3 million in savings. Furthermore, based on our own internal analysis during the same period, the systemwide average rate for single-engine

taxi use was 62% on the A320 and 79% on the E190. At JFK, our single-engine taxi use was 82% on the A320 and 93% on the E190. Because we experience our most significant delays at JFK, our single-engine taxi success at this location has a multiplier effect that increases the magnitude of the fuel savings and emissions reductions attributed to the practice.

- **Pursue weight-reduction initiatives:** We have removed hundreds of pounds from each aircraft by switching to radial tires, removing seats, changing galley provisioning procedures, modifying or replacing galley carts and employing other, smaller initiatives.
- **Use efficient operating procedures:** By changing how the aircraft climbs and descends and/or its flying speed, we can conserve surprising amounts of fuel.
- **Limit ground use of auxiliary power units (APUs):** The use of APUs on the ground is fuel intensive. We rely on electrical ground power and pre-conditioned air units to start aircraft engines, power aircraft systems when parked and pressurize onboard water systems. These practices reduce fuel consumption and reduce our GHG emissions with more efficient electricity and air generation units.
- **Prioritize maintenance activities:** Our Technical Operations staff actively manages our minimum equipment work list. To accomplish this, they log all required maintenance activities and prioritize them. After all safety issues are addressed, any remaining issues that may result in a significant impact to fuel efficiency are considered priorities.
- **Clean engines sustainably:** Cleaning the engines on our aircraft improves engine efficiency, which reduces fuel consumption and associated GHG emissions. We use the Pratt & Whitney EcoPower® engine wash system to minimize environmental impacts as we clean aircraft engines. The EcoPower® system uses a closed cycle that recovers wash water and passes it through filters so that it can be recycled and does not contaminate local watersheds.

In addition, we continue to manage a fuel hedge portfolio as insurance to help mitigate price volatility and protect JetBlue against severe and sudden spikes in oil prices. We effectively hedged 51% of our total 2010 fuel consumption and 43% of our total 2011 fuel consumption. As of December 31, 2011, we had outstanding fuel hedge contracts covering approximately 42% of our forecasted consumption for the first quarter of 2012 and 27% for the full year 2012.

Emission Offsets

At JetBlue, we realize it is our social responsibility to reduce our environmental impact as best we can. Through our Jetting to Green initiatives, we're working to protect and preserve the environment and to do our part to be good environmental stewards. While JetBlue's fleet

"While I manage to keep my carbon emissions pretty low here in the city by taking the subway and biking to work, I always felt bad about having to fly across the country from NYC every holiday season to see my family in California because of the environmental impact of the flight — now I'm happy to be able to offset it with putting money back into the repair work we need to do for our environment! Thanks for making it so easy."

— JetBlue customer supporting Carbonfund.org in October 2011

is among the most fuel-efficient in the industry, air travel still makes an impact on our environment. Carbon offsets allow our customers to balance out the GHG emissions from a flight by supporting projects that reduce GHG emissions elsewhere.

We partner with nonprofit Carbonfund.org to offer our customers the option to offset the GHG emissions of their travels. Customers' donations will support a portfolio of environmental projects in select states currently served by JetBlue. In addition to offering customers the opportunity to support carbon offset projects, JetBlue donated one tree to Carbonfund.org for each of its 12,000 crewmembers to further offset carbon emissions. JetBlue also offsets GHG emissions generated by the airline's crewmembers traveling for corporate business. Donations further the development of wind power in Texas, assist with the capture of methane gas from landfills in upstate New York and continue reforestation efforts on 1,100 acres in Louisiana, which will restore native trees and protect local wildlife.

A NEW GREEN HOME FOR JETBLUE

In 2010 we announced our move to our future Corporate Support Center home in Long Island City, N.Y. The new building located at the foot of the 59th Street Bridge in Queens was originally constructed in 1910 as a factory. It was selected, in part, because the landlord, MetLife, had certified the building as LEED Silver in Operations and Maintenance and operates it according to these strict standards. Throughout 2011 we renovated the interior space that began housing our roughly 1,000 crewmembers in March 2012. The office creates a healthier workspace for our crewmembers and reduced environmental impact for our community. We will provide more details regarding our new Corporate Support Center in the *JetBlue 2012 Environmental and Social Report.*

VOLUNTEERING **OUR SERVICES**

"TWO OF OUR CORE VALUES, CARING AND PASSION, ARE EVIDENT IN OUR VOLUNTEERISM AND PHILANTHROPIC PARTNERSHIPS. WHETHER IT IS FOR ONE OF OUR CORPORATE CAUSES OR AN INDIVIDUAL CREWMEMBER'S PERSONAL PASSION TO VOLUNTEER, WE GIVE IT OUR ALL. AS A SERVICE ORGANIZATION, WE HOLD TRUEBLUE TO OUR VALUES AND THE BETTERMENT OF OUR COMMUNITY."
– ICEMA GIBBS, DIRECTOR OF CORPORATE SOCIAL RESPONSIBILITY

Successful businesses depend on healthy communities and, just as critically, successful communities rely on healthy businesses. As such, we continually seek opportunities to leverage our services to enhance the quality of life in the communities we serve. We support nonprofit organizations throughout our network. In 2010 and 2011, we donated more than 10,000 JetBlue tickets to support nonprofit organizations across the country. In addition to providing in-kind and financial support, we serve JetBlue communities through volunteer projects and crewmember engagement programs throughout the year.

Our philanthropic efforts are organized and administered by our Corporate Social Responsibility (CSR) department, which focuses on corporate citizenship, corporate giving, philanthropy, crewmember volunteerism, and corporate social and cause-related marketing. Our CSR department closely coordinates with Governmental Affairs, Marketing, Corporate Communications and other work groups to ensure JetBlue's efforts are ethical, relevant to our business, and consider the interests of the

communities we serve by taking responsibility for the impact of our activities on customers, crewmembers, shareholders and the environment in all aspects of our operation.

We focus on creating programs and opportunities to connect with our communities within the areas of youth and education, community and the environment. We enjoy cooperation from several national partners, including the American Cancer Society, Carbonfund.org, Do Something, First Book, KaBOOM!, PBS and Soaringwords. One of our challenges is to engage in volunteer efforts that excite our crewmembers and align with their passions across the network, while providing localized impact. In addition to our network-wide campaigns, we work alongside the regional marketing managers to administer our local giving and ensure we are active members of the community in all 70 cities we serve.

We focus on creating programs and opportunities to connect with our communities within the areas of youth and education, community and the environment. We enjoy cooperation from several national partners, including the American Cancer Society, Carbonfund.org, Do Something, First Book, KaBOOM!, PBS and Soaringwords.

In an effort to further align our corporate giving with our crewmembers' passions, we have surveyed crewmembers to determine what organizations they would like to see us support and have developed crewmember engagement programs around those results. As part of this effort we launched a new platform, Community Connection, in the spring of 2011.

The program allows crewmembers to earn JetBlue tickets for the nonprofit organization of their choice for every 25 hours of community service. In 2011, more than 1,300 crewmembers registered and logged more than 18,000 hours volunteering for organizations to which they personally feel a connection. Crewmembers logging more than 25 volunteer hours earned a roundtrip JetBlue ticket to give to the charity of their choice, and crewmembers logging more than 50 hours earned two roundtrip JetBlue tickets to give to a charity of their choice. Through this effort we donated more than $270,000 worth of roundtrip flights to a variety of deserving charities. In addition, we awarded $6,000 worth of grants to the top five crewmembers who volunteered the most time, including a $2,500 grant to the crewmember who logged the most hours in 2011, topping in at 1,700 hours!

At the annual Community Connection dinner, we also gave away a team award to the BlueCity that was most involved in its community. Boston crewmembers took home the prize for their Wings for Autism events. We awarded our Boston crewmembers with a $10,000 grant, which they donated to the Jimmy Fund.

LIGHT UP A LIFE

Each year, between November and January, we support Soaringwords, a nonprofit organization whose mission is to inspire ill children to never give up. We give each work group across our network quilts to decorate as a team, individually, with their family, during delays — any way the team chooses. It's a great volunteer opportunity that takes place right in the workplace. On Martin Luther King Day of Service in January, we take the quilts to local hospitals. During the 2010-2011 program, our crewmembers volunteered 2,425 hours of service to decorate and deliver more than 2,000 quilts across hospitals in each of the 70 cities we serve, helping hundreds of ill children feel special.

FIGHT CANCER

Since 2003, we have been a supporter of the American Cancer Society and its fight against breast cancer through the American Cancer Society Making Strides Against Breast Cancer walk. Between 2003 and 2011, we have provided more than $1.5 million in JetBlue tickets and crewmember fundraising to support the American Cancer Society. In addition, in 2011 we partnered with American Express Co. to launch a program to send breast cancer packing. For every purchase made using an American Express in early October 2011, we donated $1 to the American Cancer Society; this program alone resulted in a $50,000 donation the American Cancer Society.

ENCOURAGE LITERACY

In 2006, JetBlue launched its partnership with First Book, a nonprofit organization that provides new books to children in need, to address a key factor affecting literacy — access to books. Together, JetBlue and First Book have distributed more than 200,000 new books to children from low-income families.

In summer 2011, JetBlue and PBS Kids launched Soar with Reading — Let Your Imagination Take Flight. We created the Soar with Reading program to inspire families to explore educational activities and prevent reading regress during the summer months. JetBlue printed 250,000 literacy-based activity books (available in English and Spanish) and launched **www.soarwithreading.com**, an online literacy resource that provides a reading meter to log each child's reading time and offers suggested reading lists and a variety of other educational activities. With the help from PBS Kids animated host, Hooper, the campaign also encourages children to learn about the world around them through imaginative travel. For every reader who registered on **www.soarwithreading.com** in summer 2011, JetBlue made a book donation to a child in need through First Book, totaling 10,000 books for children in need.

In 2011, more than 1,300 crewmembers logged more than 18,000 hours volunteering for organizations to which they personally feel a connection. Crewmembers logging more than 25 volunteer hours earned a roundtrip JetBlue ticket to give to the charity of their choice, and crewmembers logging more than 50 hours earned two roundtrip JetBlue tickets to give to a charity of their choice.

Additionally, website visitors were invited to nominate their local libraries to receive $10,000 worth of Random House children's books. More than 115,000 entries were received, representing all 50 states, and the final grand prize was awarded to the Dundee Township Public Library in East Dundee, Ill. The second place library received $2,500 in books and five additional libraries received $500 in books.

Since the Soar with Reading program was such an enormous success, we are looking forward to continuing the program in 2012, and we are excited to continue working toward ensuring all children have access to age-appropriate books.

DO ONE THING THAT'S GREEN

JetBlue launched this national, annual campaign in 2008 to encourage our crewmembers and customers to make one change in their daily routine through an online pledge to Do One Thing That's Green in honor of Earth Day. Since 2009, we have had 128,851 pledges, which would potentially translate to a reduction of more than 29,000 metric tons of CO_2e.

For the fourth consecutive year, JetBlue completed a volunteer event with the New York Restoration Project to support Mayor Bloomberg's initiative, MillionTreesNYC. The event took place at MacDonald Park on Queens Boulevard in April 2011. With 800 volunteers, not only was this the largest volunteer event the New York Restoration Project has ever produced, it was the largest volunteer event in the Queens Park Department's history and the largest corporate-sponsored volunteer event in New York City history. To date, we have planted more than 750 trees in New York City, and more than 1,100 crewmembers, friends and family volunteered more than 5,350 hours for this cause.

As our own Do One Thing That's Green pledge, in 2010 and 2011 JetBlue has continued the partnership with Carbonfund.org to offset carbon emissions. Since 2008, we have reduced over 176,000,000 pounds of CO_2e, which is the equivalent to taking more than 15,000 passenger vehicles off the road for an entire year. In addition, JetBlue has made a commitment to offset crewmember business travel through Carbonfund.org, and we encourage our customers to offset their travel as part of our greenhouse gas management strategies that are described in the Reducing Our Impact section of this report.

Our Do One Thing That's Green program is intended to influence crewmembers and customers nationally. Each station works with HandsOn Network or Keep America Beautiful to find a volunteer opportunity and engage work groups to get out and volunteer. We have selected a diverse portfolio of projects in JetBlue cities. These include landscaping and flower planting at Andrus Children's Center in Yonkers, N.Y.; Restoring Angeles National Forest in Los Angeles County, Calif.; Save the Bay Project in Boston; and Suarez Canal clean-up in San Juan Bay, Puerto Rico. And thanks to the help of HandsOn Network and Keep America Beautiful, 35 other volunteer projects took place across JetBlue's domestic and international network throughout 2010.

INSPIRE PLAY

KaBOOM!, a national nonprofit organization that envisions a great place to play within walking distance of every child in America, and JetBlue have come together to empower communities to build playgrounds by leading builds, sharing know-how and tools, and rallying local leaders to take action on behalf of play. Since 2005, more than 2,830 JetBlue crewmembers have moved 16 trailers of mulch to build 11 playgrounds and serve more than 5,680 children in Orlando, Fla..; Newark, N.J.; Woburn, Mass.; Long Beach, Calif.; Long Island City, N.Y.; Salt Lake City; Forest Hills, N.Y.; Lauder Hill, Fla.; Roxbury, Mass.; Revere, Mass.; and Kissimmee, Fla. In 2012, we will complete five more playgrounds in JetBlue communities.

LET THE MUSIC PLAY

The VH1 Save The Music Foundation is a nonprofit organization that provides grants of high-quality musical instruments to public elementary and middle schools. Since 1997, the foundation has provided $48 million worth of new musical instruments to 1,800 public schools in more than 100 communities around the country, impacting the lives of more than 1.8 million students. The long-standing partnership between JetBlue and VH1 Save The Music Foundation began in 2005, when JetBlue became the foundation's official airline sponsor.

As a platinum sponsor, JetBlue provides vouchers to help alleviate travel costs associated with meeting financial goals and effectively implementing the foundation's mission. In 2009, we wanted to contribute more, so we launched our Let The Music Play campaign in celebration of our newly launched flight service to Los Angeles International Airport. Since the launch of the campaign, JetBlue has raised and donated more than of $164,000 for the cause. This campaign is now an annual partnership with plans to grow each year in support of building the next generation of leaders through a comprehensive education that includes music.

KaBOOM!, a national nonprofit organization that envisions a great place to play within walking distance of every child in America, and JetBlue have come together to empower communities to build playgrounds by leading builds, sharing know-how and tools, and rallying local leaders to take action on behalf of play. Since 2005, more than 2,830 JetBlue crewmembers have moved 16 trailers of mulch to build 11 playgrounds and serve more than 5,680 children in JetBlue cities across the U.S.

"JetBlue prides itself on being a service company that goes beyond the airport and has lasting impact on the local community. We're proud to bring together our business partners, vendors, crewmembers and other charitable partners for two very admirable causes, KaBOOM! and DoSomething.org."

— Dave Barger
Chief Executive Officer

SWING FOR GOOD, BID FOR GOOD

Over the past three years we've raised more than $800,000 for our partners DoSomething.org, one of the largest organizations in the U.S. that helps young people support causes they care about, and KaBOOM! through our annual Swing for Good Golf Classic tournament.

As part of our Swing for Good fundraising efforts, in September 2011, we announced the second annual Bid for Good charitable online auction to also benefit KaBOOM! and DoSomething.org. The auction items included: a trip to Boston with a pre-game tour of Fenway Park and the opportunity to throw out the first pitch at a Red Sox game, the opportunity to be a New York Jet's tee kid at a game against the Miami Dolphins and two tickets to 47th Academy of Country Music Awards in Las Vegas with access to the All-Star Jam after party. Together, we were able to raise nearly $40,000 for these two organizations.

In May 2011, we asked celebrities to Let Go of Baggage for a Good Cause. More than 50 famous musicians, actors and athletes donated personal items with 100% of the proceeds benefiting DoSomething.org. In addition to the $44,000 raised through the auction, fans could also visit our Facebook page to enter for a chance to win a piece of the celebrity baggage. For every entry received, we donated $1 to DoSomething.org.

Through our Swing for Good Golf Classic tournament and our Bid for Good and Let Go of Baggage for a Good Cause auctions, we raised a record $350,000 for DoSomething.org and KaBOOM! in 2011.

TIMES SQUARE VALENTINE FOOD DRIVE

On February 18, 2011, we teamed with DoSomething.org and nonprofit Move for Hunger to host a canned food drive in Times Square to support families in need in New York City. In exchange for a minimum donation of two cans or food, we offered a unique promotional code for $15 off each way on the purchase of a roundtrip flight from New York to any destination in the our network. During the food drive, crewmembers held up the Times Square Valentine, a heart displayed in Times Square as part of an annual competition for architects.

SPOTLIGHT: **BOSTON**

"AS WE CONTINUE TO GROW OUR OPERATIONS IN BOSTON, WE WILL STEADILY INCREASE OUR COMMUNITY EFFORTS HERE." – IAN DEASON, DIRECTOR OF AIRPORT OPERATIONS BOSTON

Boston is New England's largest transportation center and an important travel market for JetBlue in the Northeast region. We initiated service from Boston in 2004. By 2010, JetBlue was the largest carrier in Boston, serving the most departures, the most nonstops and the most destinations from Logan. As we continue to grow at Logan, we continue to increase our involvement with the local community in Boston. We are dedicated to developing impactful charitable partnerships, supporting and aligning ourselves with the greater Boston community and creating significant volunteer experiences for our crewmembers in Boston.

THE MOST NONSTOPS OUT OF BOSTON

Throughout 2010 and 2011, we continued to grow in Boston. In November 2010, we opened six new destinations from Boston, including daily service to Washington D.C.'s Reagan National Airport, a key destination for business travelers. In 2011, we opened five new destinations, and we announced plans to begin service between Dallas-Fort Worth and Boston in May 2012. By the end of 2011, we offered flights to more than 40 destinations from Boston, accounting for more than 20% of all domestic flights at Logan. On April 14, 2011, we achieved the milestone of 100 departures per day from Boston. In 2012 and beyond, we aim to further increase our presence with New England travelers, particularly business travelers.

Our operations at Logan are based at Terminal C. We began 2010 with 12 gates and two separate concourses with separate security checkpoints. To enhance convenience for our customers and efficiency for our crewmembers, we worked closely with Massport, the Massachusetts Port Authority, to connect our two concourses within Terminal C. Completed in August 2011, the upgrades to Terminal C centralize the security checkpoint and provide our customers the convenience of contiguous JetBlue gates. We plan to make additional investments in our Boston infrastructure, including systems, ramp and maintenance facilities and other airport space, to allow us to further expand our presence at Logan and reach our goal of 150 departures per day.

"The Red Sox are proud to have a strong inner city youth baseball and softball program, with nearly 900 youngsters involved every summer and to have JetBlue's support for this once-in-a-lifetime tournament opportunity for our young All Stars."

— Tom Werner, Red Sox chairman

STRONG TIES WITH THE BOSTON COMMUNITY

We believe that to continue to grow as a business in Boston, we need a strong local economy and healthy neighborhoods that can use our services. But business concerns aren't the only reasons we promote positive social and environmental change in Boston. More than 2,000 of our crewmembers live and raise their families in the greater Boston area. We care very much about the local community because so many of us at JetBlue call Boston home.

We have developed strong ties with the city of Boston. We support the Boston Centers for Youth and Families, community centers that offer affordable programs including preschool, school-aged and adult education; literacy; youth employment; violence prevention; and senior activities, recreation and enrichment. In December 2011, JetBlue sponsored the city of Boston's 70th annual tree-lighting ceremony in Boston Commons. Open to the community, the annual ceremony was hosted by Boston Mayor Thomas M. Merino and offered live music and festivities.

JetBlue supports the nonprofit Save the Harbor/Save the Bay, which work to restore and protect Boston Harbor and Massachusetts Bay and reconnect local residents with the Boston waterfront, local beaches, the harbor and the Harbor Islands. We support the Better Beaches program that provides grants to support free public events at local beaches during the summer. The Better Beaches program funds beachfront concert series, sand sculpting competitions, environmental education programs, family fun nights, several beach festivals and other community events. In April 2011, we sponsored the first annual Cupid Splash Fundraiser, a cold-water plunge to raise funds for the Better Beaches grant program.

Through our long-time partnership with KaBOOM!, a national nonprofit organization aimed at creating great places to play for every child in America, JetBlue sponsored construction of new playgrounds in the Boston-area cities of Roxbury, Mass., and Revere, Mass., in 2010 and 2011. In addition to supporting the new playgrounds through JetBlue corporate investments, our Boston-based JetBlue crewmembers volunteered to help build each playground in just one day's time. Following completion of the new Boston-area playgrounds, KaBOOM! and JetBlue teamed to construct a total of 11 new playgrounds across the United States.

BIG FANS OF BEANTOWN

At JetBlue, we are proud to support Boston athletes. We are the official airline for the Boston Red Sox, and we support the team's Red Sox Foundation, a nonprofit organization focused on building community partnerships to improve the lives of children and families across New England. Each summer, the Red Sox Foundation's Reviving Baseball in Inner Cities (RBI) program serves nearly 900 children and teens playing on inner city baseball teams. In 2011, JetBlue flew 45 Boston teen players and their coaches to New York City to compete in Major League Baseball's RBI program's Northeast Regional All-Star Baseball and Softball Tournament. JetBlue also supports the Red Sox's Lindos Suenos program, which strives to bring people of different backgrounds together through baseball and community service. In 2010, we donated funds and roundtrip JetBlue tickets to send U.S. teens to the Dominican Republic to perform community service and play baseball with local teen players.

In 2011, construction of JetBlue Park, the new Red Sox spring training home in Fort Meyers, Fla., began, and we announced completion of JetBlue Park in 2012.

We are also the official airline of the Boston Marathon. We offer a special discount on our airfares for registered marathon runners and participate in community outreach efforts through our partnership with the Boston Athletic Association. In 2010, we announced that we are the official airline of TD Garden, Boston's venue for National Basketball Association (NBA) and National Hockey League (NHL) games, music concerts and other entertainment. When the Bruins, Boston's NHL team, won the Stanley Cup in 2011, JetBlue sponsored the celebratory parade.

We are focused on giving back to the communities we serve and supporting Boston long-time institutions like the Boston Red Sox and the Boston Marathon. We plan to expand our presence in Boston and to further strengthen our ties to this community in the coming years.

More than 2,000 of our crewmembers live and raise their families in the greater Boston area, and we are proud to support Boston athletes. We are the official airline for the Boston Red Sox, the Boston Marathon and TD Garden.

AWARDS

JetBlue is a safe, dependable, value-added airline delivering un-matched customer service and value to all customers. Similarly, we believe customer awareness of our brand has contributed to the success of our promotional and marketing efforts and enables us to promote ourselves as a preferred marketing partner with companies across several industries. Our success is evidenced, in part, by these recognitions:

- In 2011, J.D. Power and Associates awarded JetBlue was one of the highest honors in airline customer satisfaction among low-cost carriers. This is our seventh consecutive customer satisfaction award from J.D. Power and Associates. We also ranked highest in satisfaction among low-cost airlines every year from 2006 to 2010. Overall, customer satisfaction is measured based on performance in seven measures (listed in order of importance): cost and fees; in-flight services; flight crew; aircraft; boarding, deplaning and baggage; check-in; and reservation.
- We received honors in six categories for the 2010 Zagat Airline Survey, including: "Most Eco-Friendly Airline," "Best Value," "Best Luggage Policy," "Best Consumer On-Time Estimates," "Top Rated Large Domestic Airline" for economy and "Best Inflight Entertainment" for domestic flights.
- The JetBlue Experience earned us "Best Coach-Class Experience" (2010), "Most Customer-Friendly Airline" (2010) and "Most Pet-Friendly Airline for Carry-On Pets" (2010) from the SmarterTravel Editors' Choice Awards.

2011 AWARDS

Best Airline – Awarded by Logo TV's NewNowNext Travel Awards

Best Airline Website Booking Experience – Awarded by U.S. Air Travelers' Choice Awards

Best U.S. Budget Airline – Awarded by About.com

Excellent Web Service – Awarded by Compuware Gomez Web and Mobile Performance Awards

Best Value Airline (Domestic), Most Customer-Friendly Airline and Best Coach-Class Experience – Awarded by *Travel* 2011 Editor's Choice Awards

Top Low-Cost Airline for Customer Satisfaction – Awarded by J.D. Power and Associates

2011 MILESTONES

July 16:	JetBlue flies between Burbank and Long Beach, Calif., in #OverThe405 promotion
July 6:	JetBlue announces second destination in Costa Rica, Liberia
June 30:	JetBlue and Qatar Airways announce partnership
June 16:	JetBlue adds service from San Juan, Puerto Rico to St. Thomas and St. Croix
June 15:	JetBlue introduces Even More Space and Even More Speed
May 26:	JetBlue begins nonstop summer service between New York City and Martha's Vineyard
May 23:	JetBlue flies seasonal nonstop service to Anchorage, Ala., from Long Beach, Calif.
May 18:	JetBlue announces fifth Dominican destination, La Romana
May 2:	JetBlue and Icelandair partner to provide new travel options from North America to destinations throughout Europe
April 14:	JetBlue reaches milestone at Boston Logan of 100 daily flights
March 29:	JetBlue is the official airline of the Boston Red Sox for eight more seasons
March 22:	JetBlue and Virgin Atlantic team up on transatlantic travel
March 8:	JetBlue and LAN partner to offer new interline connections between the Americas

2010 AWARDS
Top Low-Cost Airline for Customer Satisfaction – Awarded by J.D. Power and Associates
Top Technology Innovators Across America – Awarded by *Information Week*
Top Rated Large Domestic Airline for Economy and Best Inflight Entertainment for Domestic Flights – Awarded by Zagat Airline Survey
Best Cabin Ambiance – Awarded by Passenger Choice Awards, Airline Passenger Experience Association
#1 Airline Brand – Awarded by Brand Keys Customer Loyalty Engagement Index
CIO 100 Award Honoree – Awarded by *CIO Magazine*
Best Concessions Program Design for John F. Kennedy International Airport Terminal 5 (T5/JFK) – Awarded by *Airport Revenue News'* Best Airport and Concessionaires Awards
Most Unique Services (T5/JFK) – Awarded by *Airport Revenue News'* Best Airport and Concessionaires Awards
Best Overall Concessions Program (T5/JFK) – Awarded by *Airport Revenue News'* Best Airport and Concessionaires Awards
Best Concessions Management Team (T5/JFK) – Awarded by *Airport Revenue News'* Best Airport and Concessionaires Awards
Best Coach-Class Experience – Awarded by SmarterTravel Editor's Choice Awards
Most Customer-Friendly Airline – Awarded by SmarterTravel Editor's Choice Awards
Most Pet-Friendly Airline for Carry-On Pets – Awarded by SmarterTravel Editor's Choice Awards
Perfect 100 Corporate Equality Index Rating – Scored by Human Rights Campaign's Corporate Equality Index

2010 MILESTONES

November 17:	JetBlue announces new service to Connecticut's Bradley International Airport
November 15:	JetBlue and Emirates launch interline agreement
November 1:	JetBlue's rewards program, TrueBlue, celebrates its first birthday
November 1:	JetBlue now flying out of Reagan National Airport in Washington, D.C.
October 18:	JetBlue becomes official airline of Boston's TD Garden and presenting sponsor of the entrance experience
October 15:	JetBlue unveils specially painted A320 aircraft paying homage to the New York Jets
October 14:	JetBlue launches new advertising and marketing campaign: You Above All
September 22:	JetBlue and ViaSat announce 21st century in-flight broadband connectivity
September 20:	New York's hometown airline, JetBlue, and Empire State Development reveal co-branded JetBlue/ "I Love New York" logo
September 8:	JetBlue announces new service to Providenciales, Turks and Caicos Islands from New York and Boston
August 17:	JetBlue's All You Can Pass returns for a second year
July 22:	JetBlue and El Al Israel Airlines announce interline agreement to connect customers between U.S. and Israel
June 8:	Sixth consecutive J.D. Power and Associates Award
June 8:	JetBlue welcomed as official member of IATA
May 7:	JetBlue and South African Airways proudly announce new interline agreement
March 31:	American Airlines and JetBlue sign agreement to collaborate at key East Coast gateways
March 2:	JetBlue opens new headquarters location in Long Island City, N.Y.
February 11:	JetBlue celebrates 10th anniversary

ABOUT OUR **REPORTING**

WE PREPARED OUR JETBLUE 2010-2011 ENVIRONMENTAL AND SOCIAL REPORT USING THE PRINCIPLES DEFINED IN THE INTERNATIONALLY RECOGNIZED GRI G3.1 GUIDELINES. THIS REPORT IS COMPLIANT WITH GRI APPLICATION LEVEL C.

This report builds on the prior corporate Environmental and Social Reports we issued for 2006 through 2009. These reports discuss our greenhouse gas emissions reduction efforts, our environmental awareness programs — which we call Jetting to Green — and our community involvement. Our community involvement includes being a business partner in endeavors to, for example, build playgrounds, plant trees and donate books to the communities where we live and work. As part of our efforts to reduce, reuse and recycle wastes, we publish our sustainability reports electronically to reduce paper usage. More information on these efforts and our prior corporate sustainability reports are available at **www.jetblue.com/green**.

This report covers JetBlue's operations between January 1, 2010, and December 31, 2011. In this report, we have restated data previously presented in two tables in our *JetBlue 2008-2009 Environmental and Social Report*. In the chart titled "Aircraft Totals," we restate the historic number of aircraft for certain years. In the chart titled "Total Crewmembers," we restate the total number of crewmembers for years prior to 2010. These changes have not materially affected the trends in the data or our interpretation of our performance. The report did not require significant changes from previous reporting periods in scope, boundary or measurement methods. Financial restatements, as needed, are published in our U.S. Securities and Exchange Commission filings. Consolidated data is provided for JetBlue and its wholly owned subsidiary LiveTV®, LLC and excludes third-party business partners unless specifically stated otherwise. The environmental data in this report refers solely to JetBlue's aircraft operations. Data for our other subsidiaries is not included.

We prepared this report using the principles defined in the GRI's *Sustainability Reporting Guidelines* version 3.1 (G3.1). Looking back, our 2006 report focused primarily on providing an overview of our general environmental and

social performance. In 2007, we increased the scope to provide greater detail and historical data regarding these same topics. Starting in 2008, we continued to demonstrate our dedication and transparency by expanding the boundaries of the report to encompass economic data. We now report to the triple bottom line — our economic, social and environmental performance. In our most recent prior report, we included two years in the reporting period, 2008 and 2009. In this report, we have again included two years in the reporting period, 2010 and 2011. This report is compliant with GRI application level C. In future years, we anticipate producing a GRI level C or higher report annually.

Our stakeholders include shareholders, crewmembers, customers, business partners, regulators, communities and even our airline peers, with whom we interact as we provide the JetBlue Experience. In recognition of this broad array of stakeholders, we listen to their concerns and comments at every available opportunity. We believe this feedback is critical to our future and successful reporting. We welcome feedback and encourage comments that will help us produce future reports that serve all of our stakeholders' needs. Questions regarding anything included in this report may be directed to:

Ms. Icema Gibbs
Director, Corporate Social Responsibility
csr@jetblue.com

This report covers JetBlue's economic, social and environmental performance between January 1, 2010, and December 31, 2011. We prepared this report using the principles defined in the GRI's Sustainability Reporting Guidelines G3.1.

GLOBAL REPORTING INITIATIVE **INDEX**

PROFILE DISCLOSURES		PAGE (S)
1.	**STRATEGY AND ANALYSIS**	
1.1	Statement from the most senior decision-maker of the organization	Letter from the CEO
2.	**ORGANIZATION**	
2.1	Name of the organization	Cover
2.2	Primary brands, products and/or services	5-6, 14-15
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures	6-7
2.4	Location of organization's headquarters	33
2.5	Number of countries where the organization operates and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	7, 10, 13-15
2.6	Nature of ownership and legal form	18
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	7, 10, 13-15
2.8	Scale of the reporting organization	5-10, 13-15
2.9	Significant changes during the reporting period regarding size, structure or ownership	14-15, 18
2.10	Awards received in the reporting period	45-48
3.	**REPORT PARAMETERS**	
3.1	Reporting period (e.g., fiscal/calendar year) for information provided	49
3.2	Date of most recent previous report (if any)	49-50
3.3	Reporting cycle (annual, biennial, etc.)	49-50
3.4	Contact point for questions regarding the report or its contents	50
3.5	Process for defining report content	49-50
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	7, 13-14
3.7	State any specific limitations on the scope or boundary of the report	49-50
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organizations	49
3.10	Explanation of the effect of any re-statements of information provided in earlier reports and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	47
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report	49
3.12	Table identifying the location of the standard disclosures in the report	51-52

4.	GOVERNANCE, COMMITMENTS AND ENGAGEMENT	PAGE (S)
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	15-17
4.2	Indicate whether the chair of the highest governance body is also an executive officer	17
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	17
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	16
4.5	Linkage between compensation for members of the highest governance body, senior managers and executives, and the organizations's performance	17
4.14	List of stakeholder groups engaged by the organization	50
4.15	Basis for identification and selection of stakeholders with whom to engage	50

PERFORMANCE INDICATORS: ECONOMIC

EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	5-6, 11-12
EC3	Coverage of the organization's defined benefit plan obligations	8-12

ENVIRONMENTAL

EN5	Energy saved due to conservation and efficiency improvements	29-32 (partial)
EN6	Initiatives to provide energy-efficient or renewable energy-based products and services and reductions in energy requirements as a result of these initiatives	29-32 (partial)
EN16	Total direct and indirect greenhouse gas emissions by weight	28-29
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	29-33
EN23	Total number and volume of significant spills	24-25
EN24	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII and percentage of transported waste shipped internationally	25-26
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	24

SOCIAL: LABOR PRACTICES AND DECENT WORK

LA1	Total workforce by employment type, employment contract and region	8-10
LA2	Total number and rate of employee turnover by age group, gender and region	10
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees by major operations	11-12
LA4	Percentage of employees covered by collective bargaining agreements	8, 11
LA7	Rates of injury, occupational diseases, lost days and absenteeism and number of work-related fatalities by region	23 (partial)

SOCIAL: SOCIETY

SO5	Public policy positions and participation in public policy development and lobbying	23