

Improving Our **Communities**
and Our **World**

jetBlue
AIRWAYS®

2008 and 2009 Environmental and Social Report
<http://www.jetblue.com/green>





Dave Barger
Chief Executive Officer

LETTER FROM THE CEO

JetBlue is pleased to provide this Environmental and Social Report (ESR). At JetBlue, we are working to make a difference to the environment — within our industry and our communities. We believe it is our responsibility to reduce our environmental impacts, volunteer our services and educate ourselves — and others.

This ESR is greatly expanded from our prior reports. We have spent much time developing supporting data to discuss environmental, social and governance (ESG) topics that are not consolidated in any other document available to our stakeholders. The result of this effort is our first Global Reporting Initiative (GRI) compliant report. This ESR was prepared consistent with the GRI C application level. We are excited by this new format and look forward to a not-too-distant future when our ESR reports provide a truly integrated perspective of our key ESG-related metrics to ensure our stakeholders have a single and convenient means of analyzing our triple-bottom-line performance.

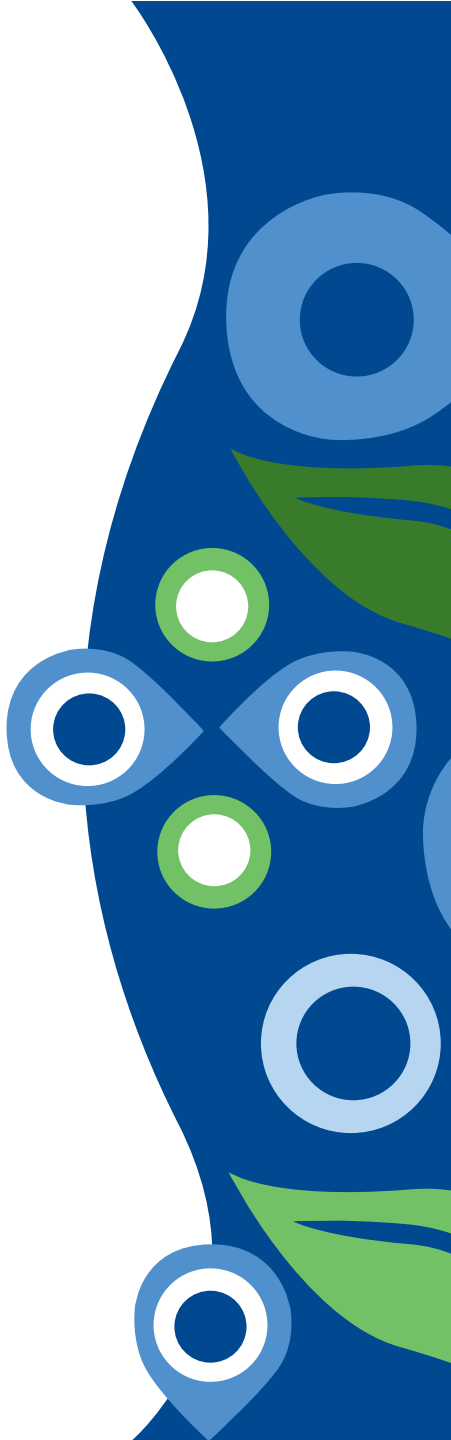
Many aspects of airlines' operations are subject to increasingly stringent environmental regulations,

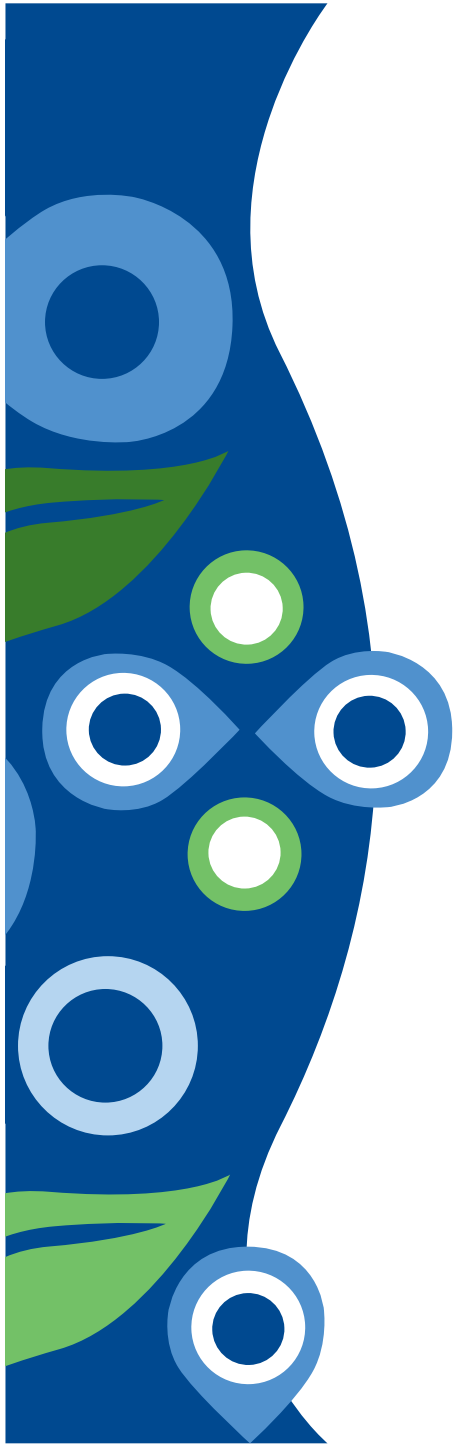
and growing concerns about climate change may result in additional regulation. There is growing consensus that federal regulation will be forthcoming with respect to greenhouse gas (GHG) emissions (including carbon dioxide (CO₂)) and/or cap-and-trade legislation.

We continue our pledge to actively manage our carbon footprint. Since 2006, our GHG management strategy has been based on a triple-tiered approach: eliminate, reduce and offset. While we operate one of the youngest, most fuel-efficient fleets in America, we continue to look for ways to safely reduce fuel burn and GHG emissions. In December 2009, we signed memoranda of understanding with two producers for a future supply of alternative aviation fuel. Our partnership with Carbonfund.org allows customers to offset CO₂ emissions generated by their individual air travel through the purchase of carbon offsets. To set an example, JetBlue has purchased carbon offsets for all our company business travel since 2008. We are committed to this three-part strategy and believe, in combination, these measures help make our operations the benchmark of our industry.

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OUR STORY

JetBlue Airways Corporation commenced service on February 11, 2000. JetBlue is incorporated in Delaware; however, our principal executive offices are at 27-01 Queens Plaza North, Long Island City, NY 11101.

JetBlue operates primarily on point-to-point routes, transporting customers between domestic U.S. and Caribbean operations. Passenger service accounted for 89% of our capacity in 2009 (the remainder of capacity services is cargo operations). JetBlue is the seventh largest domestic passenger carrier based on revenue passenger miles.

Our goal is to become “Americas’ Favorite Airline” — for our crewmembers, customers and shareholders. Our plan in achieving this goal is dependent upon continuing to provide superior customer service and delivering the JetBlue Experience. Our financial strategy includes a commitment to positive free cash flow and long-term sustainable growth while also maintaining an adequate liquidity position. Our commitment to these goals drives a focus on controlling costs, maximizing unit revenues, managing capital expenditures and disciplined growth.

SUBSIDIARIES

As of December 31, 2009, JetBlue has five subsidiaries. These are LiveTV, LLC (Delaware limited liability company); LiveTV International, Inc. (Delaware corporation); BlueBermuda Insurance,



LTD (Bermuda corporation); LiveTV Airfone, Inc. (Delaware corporation); and JetBlue Airways Corporation Sucursal Colombia (Colombia corporation).

Through LiveTV, LLC LiveTV International, Inc. and LiveTV Airfone, Inc., our LiveTV® service provides in-flight entertainment, voice communication and data connectivity services for commercial and general aviation aircraft. LiveTV® has agreements with 11 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.

Bermuda corporate is a wholly owned subsidiary that assists us in maintaining a low cost structure and is a captive insurance entity, while Colombia corporation is a subsidiary we were required to form under Colombian law in order to operate in the country.



CORPORATE PERFORMANCE

We spent considerable time in 2008 and 2009 developing meaningful strategic goals for JetBlue. This process of establishing goals, operating with those metrics and considering the applicability of the selected targets has evolved and continues to evolve.

As events transpired during 2008, including an unprecedented increase in fuel costs, dramatic erosion of credit markets and liquidity, and related traffic and revenue patterns, it became apparent that a flexible approach was crucial to our success in building value. In 2009, we established more focused performance targets for each of four equally weighted (25%) targets: operating margin, liquidity, crewmember net promoter score (NPS) and customer NPS. Combined, these measure our overall corporate performance factor (CPF).

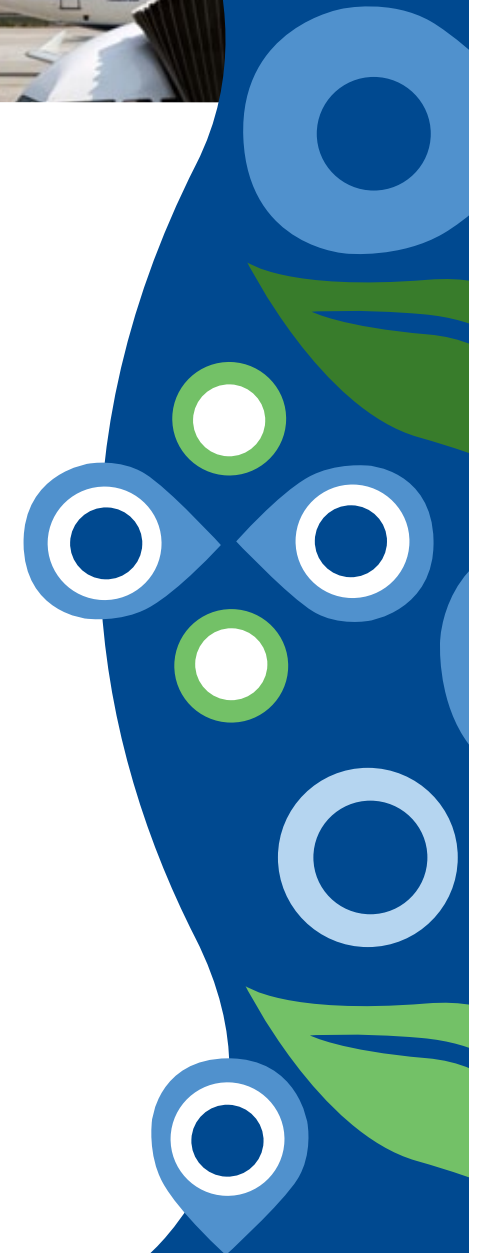
Achieving our operating margin and liquidity (i.e., cash as a percentage of trailing 12-month revenue) goals indicates to us that we are running the business the right way. NPS is a brand loyalty analysis. We believe that if we treat our crewmembers right (producing a strong crewmember NPS) and we treat our customers right (producing a strong customer NPS), we should drive continued success in the future. We continue to explore the most appropriate methods of measuring our performance and will report results, as appropriate, in our quarterly and annual financial reports.

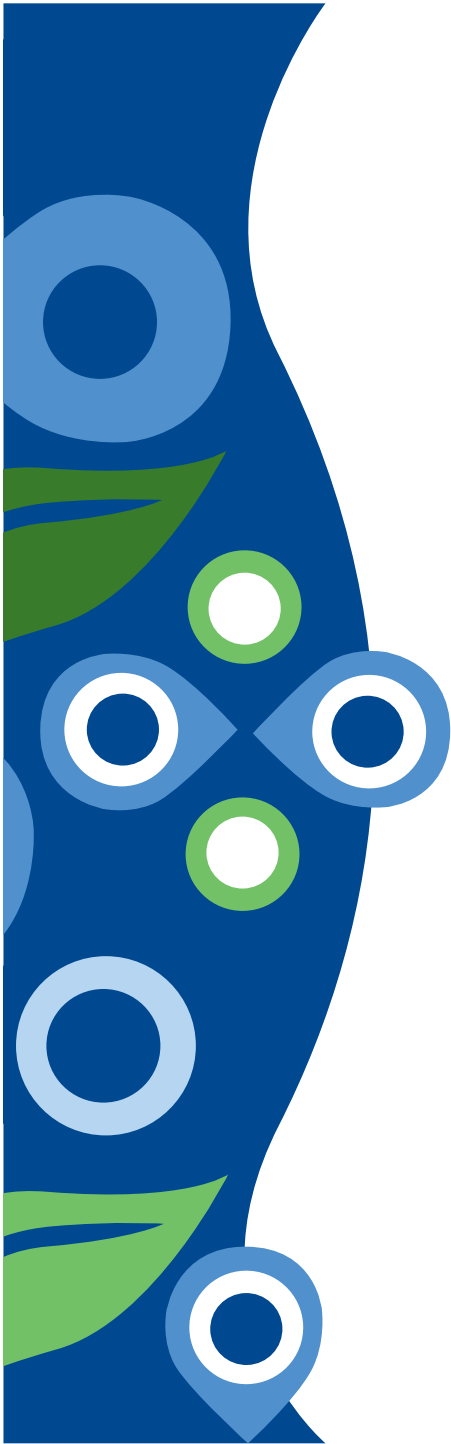
ECONOMICS

In 2008, we reported a net loss of \$84 million and an operating margin of 3.3%, compared to net income of \$12 million and an operating margin of 6% in 2007. The year-over-year decline in our financial performance was primarily a result of a 43% increase in our realized fuel price and a net \$53 million impairment charge related to the write-down of our auction rate securities, or ARS, which was mitigated in part by continued modifications to our growth plans and increased focus on revenue initiatives.

In 2009, we reported net income of \$61 million and an operating margin of 8.6%. The year-over-year improvement in our financial performance was primarily a result of a 33% decrease in our realized fuel price and a net \$53 million holding loss related to the valuation of our ARS in 2008.

We derive our revenue primarily from transporting customers on our aircraft. This passenger revenue accounted for 89% of our total operating revenues for the year ended December 31, 2009. Revenues generated from international routes, excluding Puerto Rico, accounted for 13% of our total ticketing revenues in 2009. 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, or 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.

Air transportation services accounted for substantially all of JetBlue's operations in 2008-2009. Other revenue consists 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 in-flight 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. Airlines are obligated to fund all of these taxes and fees regardless of their ability to pass these charges on to the customer.

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 FAA licensed crewmembers, which includes pilots, dispatchers and technicians. 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

Operating Revenues (in Millions) by Geographic Regions as of December 31, 2009			
	2007	2008	2009
Domestic	\$2,546	\$2,881	\$2,596
Caribbean*	\$296	\$511	\$696
Total	\$2,843	\$3,392	\$3,292

Provision (Benefit) for Income Taxes for Years Ending December 31 (in Millions)

	2007	2008	2009
Deferred:			
Federal	\$15	\$(6)	\$34
State and foreign	4	—	6
Deferred income tax expense (benefit)	\$19	(6)	\$40

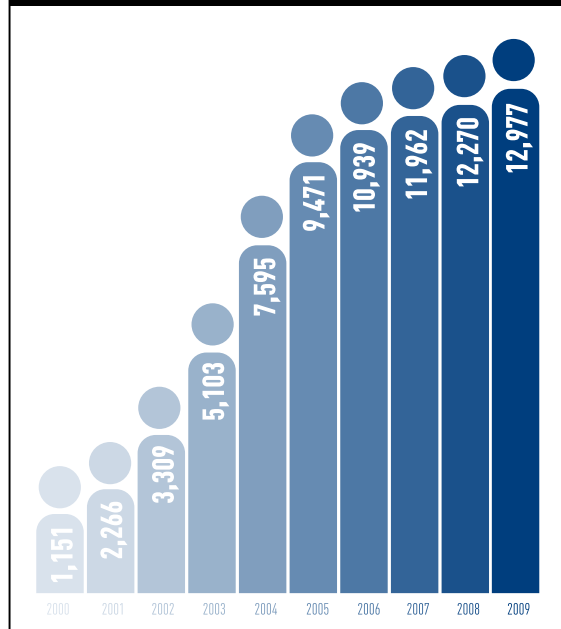
or the employee elects not to renew. Pursuant to these agreements, these crewmembers can only be terminated for cause. In the event of a downturn in our business that would require a reduction in work hours, we are obligated to pay these crewmembers a guaranteed level of income and to continue

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 utilize for seniority integration negotiations.

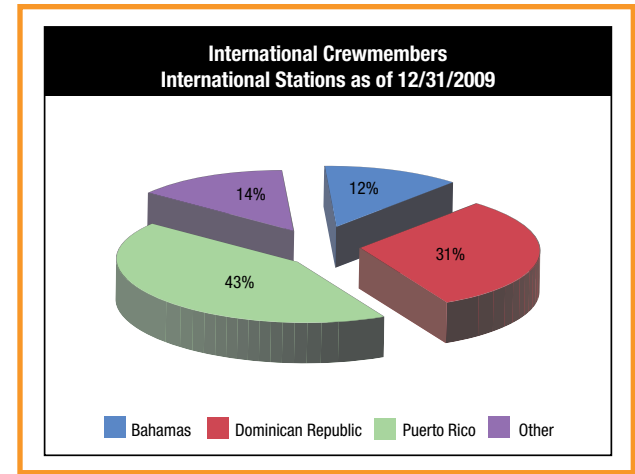
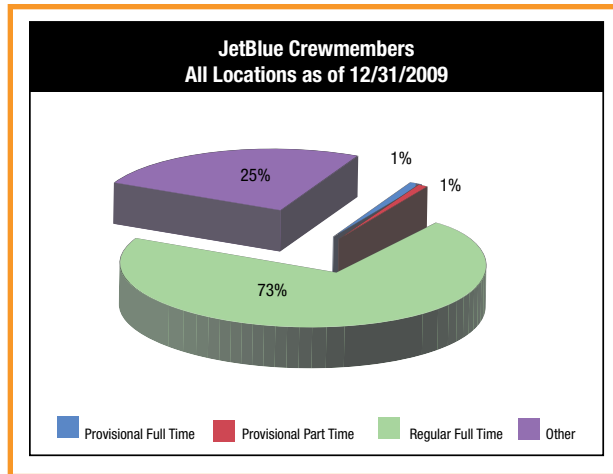
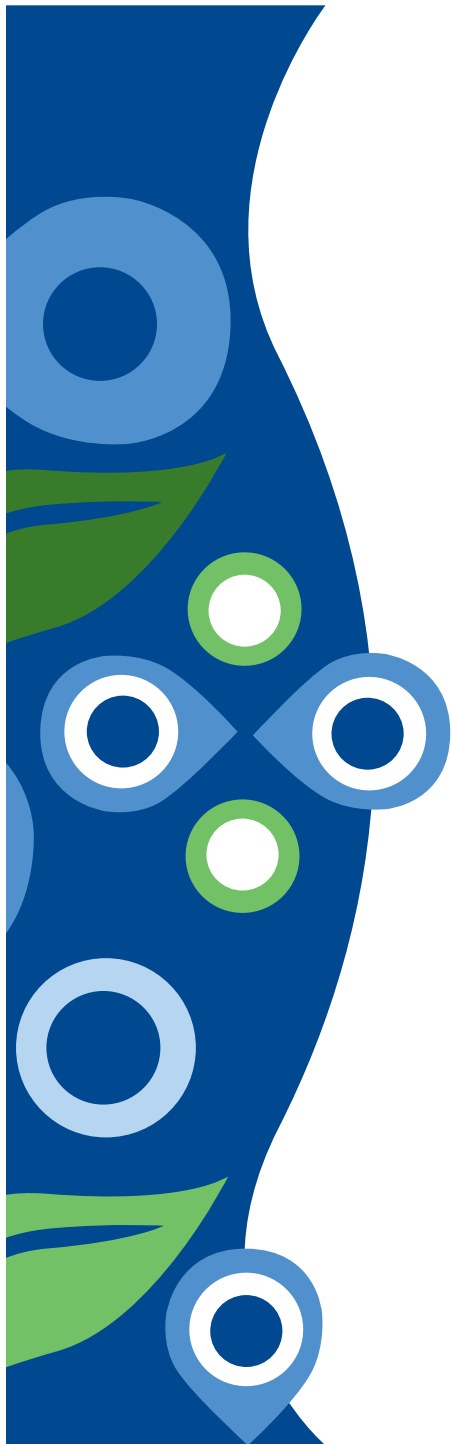
As of December 31, 2009, JetBlue employed 12,977 crewmembers. Our full-time equivalent crewmembers on December 31, 2009, consisted of 1,797 pilots, 2,027 flight attendants, 3,409 airport operations personnel, 467 technicians (whom others refer to as mechanics), 869 reservation agents, and 2,502 management and other personnel.

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.

Total Crewmembers



** 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. We serve 14 locations in the Caribbean and Latin American region, or Latin America as defined by the DOT. However, our management 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.*



Our primary crewmember retention challenges are associated with the youngest of our work force — those younger than 20. These are new entrants to the job market and represent a demographic that may be more interested in a job than in a career. Crewmembers ranging from 20 to 60 years of age have higher retention rates. With the exception of our under 20 demographic, 2009 turnover rates were substantially lower than those in 2008 — likely due to weaker economic conditions and high unemployment.

WAGES AND BENEFITS

In 2008, salaries, wages and benefits increased 7%, or \$46 million. Primarily, this was due to a 4% increase in average full-time equivalent crewmembers and increases in pay rates. This increase was reduced from what it would have otherwise been due to a decrease in overtime pay that was incurred in connection with the weather-related events in the first quarter of 2007.

In 2009, salaries, wages and benefits increased an additional 12%, or \$82 million. This increase resulted mainly from increases in pilot pay and related benefits and a 5% increase in average full-time equivalent crewmembers. Also, additional crewmembers were hired in preparation for our new customer service system implementation that began in January 2010.

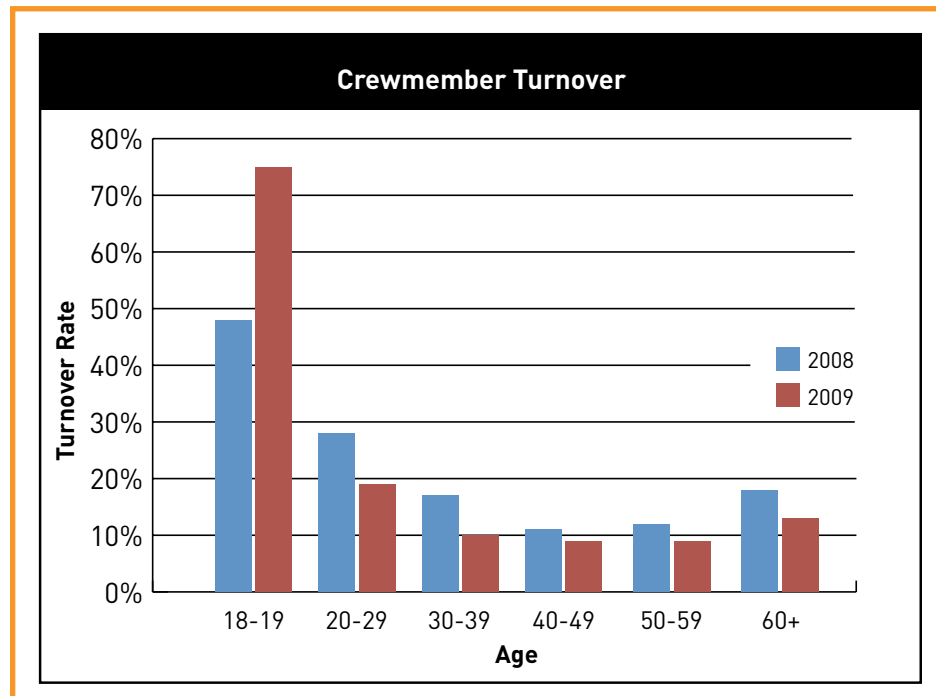
Caring for our crewmembers is part of who we are. Unlike most airlines, we have a non-union workforce and a policy of not furloughing crewmembers during economic downturns. We believe this provides us with more flexibility and allows us to be more productive. The implementation of this policy is partially responsible for increases in average full-time equivalent crewmembers salaries, wages and benefits for both 2008 and 2009.

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.

- Four health plans — Allow our crewmembers options and ability to choose plans that match their budgets. Up to \$250 in Flexible Spending Account Dollars are offered to every crewmember for evidence of healthy behaviors, to offset their out of pocket medical expenses, regardless if on our health plan.

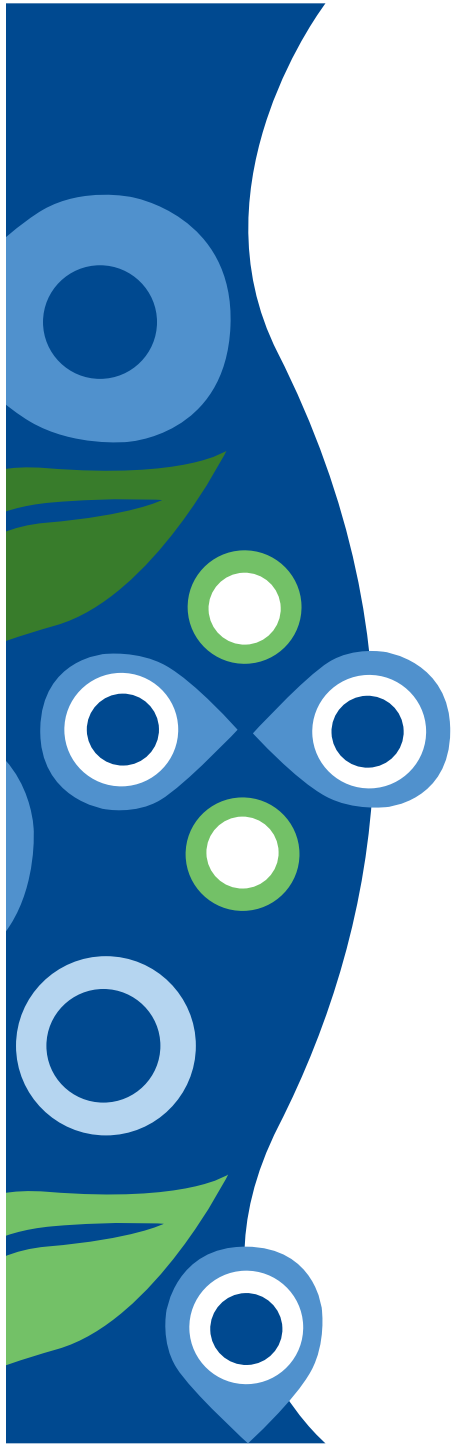
- 80% — Crewmember participation in 401(k)
- 5% — JetBlue match to crewmember 401(k) contributions, up to IRS limits
- 100% — Eligible Crewmembers participation in profit sharing program.
- 2009 and 2008 were \$48 million and \$43 million, respectively — Profits distributed to crewmember retirement accounts.
- Profit sharing contributions equal to 5% of crewmember salaries are deposited directly into a retirement account each year. Any profits above 5% are paid directly to crewmembers via paycheck distribution.
- 5% — Discount offered through Crewmember Stock Purchase Plan



FACILITIES AND FLEET

We occupy our primary corporate offices in Forest Hills, New York; our finance department is based in Darien, Connecticut; our reservations and customer support center is in Salt Lake City, Utah; our information technology function is based in Garden City, New York; and our other facilities at each of the airports we serve are under leases or other occupancy agreements.





Our agreements for aircraft services facilities include the following:

- 70,000-square-foot aircraft maintenance hangar at John F. Kennedy International Airport (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 training center at Orlando International Airport
- 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 (PANYNJ) for the construction and operation of Terminal 5 (T5), which became our principal base of operations at JFK in October 2008. JetBlue was responsible for the construction of the 635,000-square-foot 26-gate terminal, a parking garage, roadways and an AirTrain Connector; however, all of these facilities are owned by the PANYNJ.

This new terminal allowed JetBlue Airways and our business partners to add 2,500 jobs to the local workforce of about 5,000, as well as create 1,200 construction jobs. T5 features 26 gates, huge skylights, 200 e-ticket kiosks, 20 security lanes for easy check-in, free Wi-Fi, and enables the airline to handle 250 flights per day and up to 20 million customers a year. The retail and food/ beverage concessions provide sit-down restaurants,

as well as grab-and-go outlets for customers and job opportunities for local residents. We believe that this new terminal, with its modern amenities, concession offerings and customer convenience, will become as integral to our customers' JetBlue Experience as our in-flight entertainment systems.

Because we lease our facilities, our tangible assets primarily consist of our fleet of aircraft, which is deployed system wide, with no individual aircraft dedicated to any specific route or region. Our fleet is one of the youngest and most fuel-efficient fleet of any major U.S. airline. As of December 31, 2009, it consisted of 110 Airbus A320 aircraft, each powered by two International Aero Engines (IAE) V2527-A5 engines, and 41 Embraer 190 aircraft, each powered by two General Electric Engines CF-34-10 engines. All of our aircraft carry U.S. registration numbers.

GOVERNANCE

The JetBlue Code of Business Conduct governs the actions of all JetBlue crewmembers, which includes members of the JetBlue Airways 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 the 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. Our Board of Directors has responsibility for establishing broad corporate policies, counseling and providing direction to our management in the long-term interests of the company, our stockholders, and for our overall performance. It is not, however, involved in our operating details on a day-to-day basis. The board is advised of our business through regular reports and analyses and discussions with our chief executive officer and other officers.

As of December 31, 2009, our 11-member Board of Directors of JetBlue Airways Corporation comprised one employee director and 10 (a majority) independent directors. Two of our directors (approximately 18%) are female, a noteworthy representation.

There are three standing board committees: audit; compensation; and corporate governance and nominating. The board may add ad hoc committees from time to time. 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. Stockholders may communicate to the board on an anonymous or confidential basis.



The Chair of the Audit Committee is promptly advised of any communication that alleges management misconduct or raises legal, ethical or compliance concerns about company policies and practices.

We are known for innovation in areas of our business, and we strive to bring those values of integrity and innovation into the governance arena as well. Our governance guidelines, codes and committee charters are available on the investor relations portion of www.jetblue.com.

About Our Board

- **Declassified Board:** In 2008, we began the process of declassifying our board over a three-year period. Beginning in 2011, our board members will be elected annually.
- **Independent Director as Board Chair:** The independence of our board’s chair empowers both the Board of Directors and our chief executive officer and provides a healthy dynamic to the Board of Directors that enables each to function to the best of their abilities, individually and as a unit.
- **Director Stock Ownership:** We encourage our directors to hold at least 4,000 shares of JetBlue stock (including deferred stock unit ownership). All of our current directors meet these ownership guidelines.





- **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 in order to give our stockholders a more meaningful vote.
- **Executive Compensation Practices:** We strive for transparent and realistic compensation packages. Refer to our 2008 and 2009 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.

ORGANIZATIONAL CHANGES

Operational Leadership

On April 16, 2009, Russell Chew, our president and chief operating officer since 2007, announced that he would resign as an officer effective June 1, 2009. Mr. Chew continued to serve in an advisory position until April 30, 2010, to assist with the transition of his former operational leadership responsibilities. Upon the effective date of Mr. Chew’s resignation, Mr. David Barger, our chief executive officer, began serving as president. Mr. Robert Maruster, the company’s senior vice president, Customer Services, was promoted to chief operating officer, effective on June 1, 2009. Mr. Barger continues to serve as the company’s chief executive officer.

Voting Procedures for Board of Directors

Before our 2009 annual meeting, our directors were divided into three classes, each holding office for three years. We amended our bylaws after our 2008 annual meeting to begin declassifying these directors’ terms so each will serve for a one-year term subject to annual election by the stockholders. We expect this transition to be complete at our 2011 annual meeting.

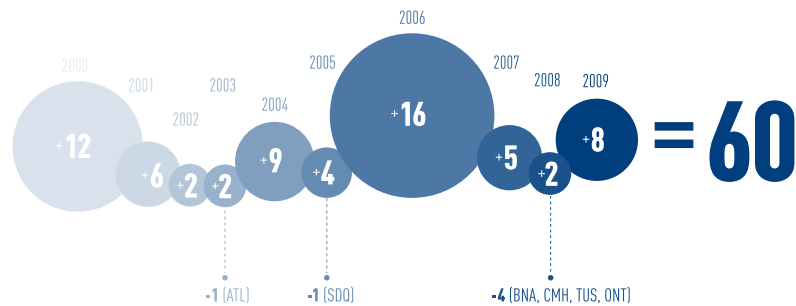
Capacity Distribution

As of December 31, 2009, we operated 600 daily flights serving 60 destinations in 20 states, Puerto Rico, and 11 countries in the Caribbean and Latin America. Most of our flights have as an origin or destination one of our focus cities: Boston, Fort Lauderdale, Los Angeles/Long Beach, New York/JFK, and Orlando.

Our disciplined growth has also allowed us to optimize our route network. The growth of our route network in 2009 was primarily through the addition of new destinations in the Caribbean and Latin America, markets which have historically matured more quickly than mainland flights of a comparable distance.

At JetBlue, we measure capacity in terms of terms of available seat miles, which represent the number of seats available for customers multiplied by the number of miles the seats are flown. When we began operations, we focused on connecting the greater New York area to the western United States and Florida. While we are still committed to these areas, we have doubled the service to our Caribbean customers and communities since the last reporting period of 2007.

Network: Cities Added and Removed



ATL = Atlanta, GA | SDQ = Santo Domingo, Dominican Republic | BNA = Nashville, TN | CMH = Columbus, OH | TUS = Tuscan, AZ | ONT = Ontario, CA

Capacity Distribution	Year Ending		
	2007	2008	2009
East Coast — Western U.S.	47%	42%	35%
Northeast — Florida	32%	34%	33%
Medium haul	3%	3%	4%
Short haul	7%	8%	8%
Caribbean, including Puerto Rico	11%	13%	20%
Total	100%	100%	100%

As of December 31, 2009, we had approximately 21% of our capacity in the Caribbean and Latin America. We added eight new destinations in 2009, six of which were in the Caribbean and Latin America, compared to two new destinations that were added in 2008 and five that were added in 2007. We have also strengthened our position as the largest carrier at Boston's Logan International Airport in terms of number of seats offered and destinations served.

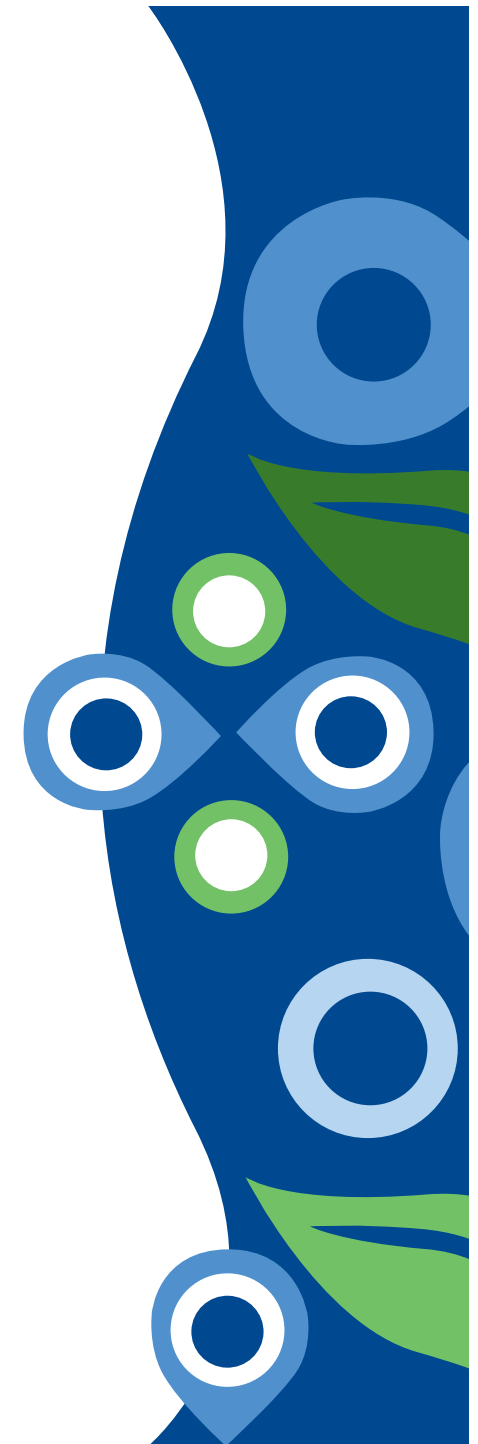
When we enter a new market, our fares are designed to stimulate demand, particularly from fare-conscious leisure and business travelers. In

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.

Our growth in 2008 was achieved largely through adding more flights to existing routes and new routes between existing destinations. Additionally, we shifted some of our transcontinental capacity to other routes, primarily Caribbean routes. We added only two new destinations in 2008, compared to the five that were added in 2007 and 16 that were added in 2006. In 2008, we closed our operations in Nashville, Tennessee.; Columbus, Ohio; Tucson, Arizona; and Ontario, California, which allowed us to redeploy aircraft to more profitable routes.

Ownership Distribution

In January 2008, we issued and sold approximately 42.6 million shares of our common stock to Deutsche Lufthansa AG for approximately \$300 million, net of transaction costs. Following the consummation of this transaction, Deutsche Lufthansa AG owned approximately 15% of our total outstanding shares of common stock. As a result, the percentage owned by our named executives was substantially diluted from nearly 8% of our total outstanding shares of common stock to approximately 1%. In addition to providing us much-needed financial flexibility, we believe this investment by one of the most highly respected leaders and most recognized brands in the global airline industry to be an affirmation of the JetBlue brand and business model.



LEADING WITH AFFIRMATIVE ACTION AND LABOR FORCE DIVERSITY — A TERMINAL 5 INITIATIVE

The multimillion-dollar T5 at JFK is our largest construction project ever. This was a vital time to lead by example.

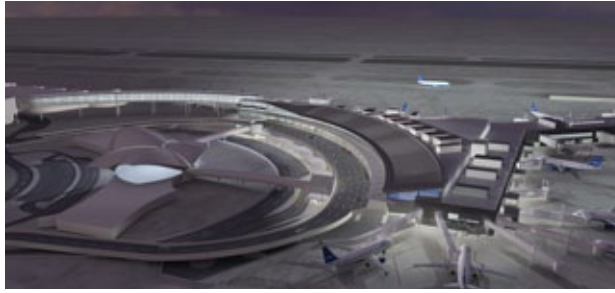
At the outset of our largest construction project ever, the multimillion-dollar T5 at JFK, JetBlue Airways wanted to ensure that it would implement a successful Affirmative Action and Equal Employment Opportunity (AA/EEO) program. To that end, JetBlue Airways leadership engaged the Regional Alliance for Small Contractors (RASC) in March 2006 to enhance affirmative action oversight and construction labor services for the project.

JetBlue used a comprehensive program to administer, finance and manage public relations associated with the Port Authority of New York and New Jersey's Minority and Women Businesses Enterprise (M/WBE) and Minority and Women Labor Force policy goals. Implementation and administration of the AA/EEO program included: on-site review of the construction manager's Affirmative Action activities; providing tracking/compliance reports to the Port Authority; maintaining communications with schools, community groups, minority/women/disadvantaged business enterprise (S/M/W/DBE) firms, and professional organizations; and oversight, production and distribution of all printed information targeting the minority and women-owned business community.

OUTREACH

The Outreach Program kept the diverse community of local contractors, businesses and elected officials continuously aware of contracting opportunities and other initiatives and objectives, to achieve maximum M/WBE participation. Advance notice concerning contract opportunities was a key feature of this effort. The following networking, outreach efforts and contacts were used successfully on the project.





- **Networking:** The official M/WBE Affirmative Action Program kick-off event for the T5 Project took place on March 8, 2006, when JetBlue Airways and RASC staff conducted an information session. The event was at the JFK Ramada Plaza with more than 100 M/W/DBE firms in attendance. JetBlue Vice President Richard Smyth presented a project overview, and attendees networked with key members of the project team.

- **Mailings:** The information session was complemented with mass mailings of company data forms to attendees, requesting specific information concerning company finances, certifications, work references, specialties, etc. The data enabled the project team to effectively match M/WBE work experience with appropriate contracting opportunities. This method was highly productive, securing contracts throughout the term of the project. The program team also sent Contract Look-ahead Schedules, 90 days in advance, to the Port Authority for distribution to Port Authority M/WBE certified firms and for distribution at the numerous community meetings regarding the project.

- **Port Authority M/WBE Certification Assistance:** PANYNJ certification was required for all M/WBE firms seeking work on the project. In addition to utilizing the Port Authority roster of certified firms, JetBlue sought to increase the pool of eligible M/WBEs by retaining the Regional Alliance to identify and assist firms to obtain Port Authority certification.

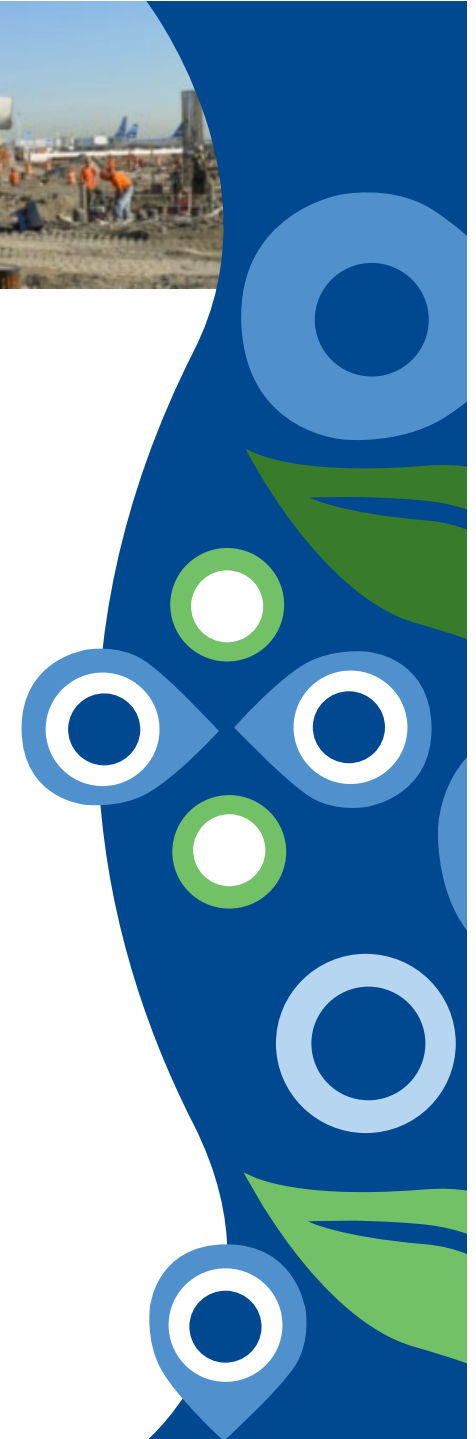
- **Community Groups, Professional Associations & Partnerships:** JetBlue and RASC forged partnerships with M/WBE community groups, professional associations and local politicians to inform the local business community about contract opportunities on the T5 project. In this capacity we worked with the National Association for the Advancement of Colored People (NAACP) and many local community groups.

M/WBE PROGRAM ACHIEVEMENTS

The M/WBE program goals were 17% M/WBE (12% MBE and 5% WBE) of the total architectural/engineering and construction project dollars. When T5 opened in October 2008, M/WBE firms had been awarded contracts totaling \$115 million, or 20.3% of project dollars. Over 100 M/WBE business partners helped us make this project a success.

LABOR FORCE AND DIVERSITY PROGRAM ACHIEVEMENTS

The Labor Force Diversity Program goals were 30% skilled minority tradesmen and 40% for minority laborers. At the opening of T5, the project exceeded the goals with 38% of the total work hours performed by minority skilled tradesmen, and 46% of the total laborer hours performed by minority laborers. The goal for female workers, skilled and laborers was 6.9%, respectively, and the project achieved a combined total of 5%, an impressive number nonetheless.



Women in Non-Traditional Roles



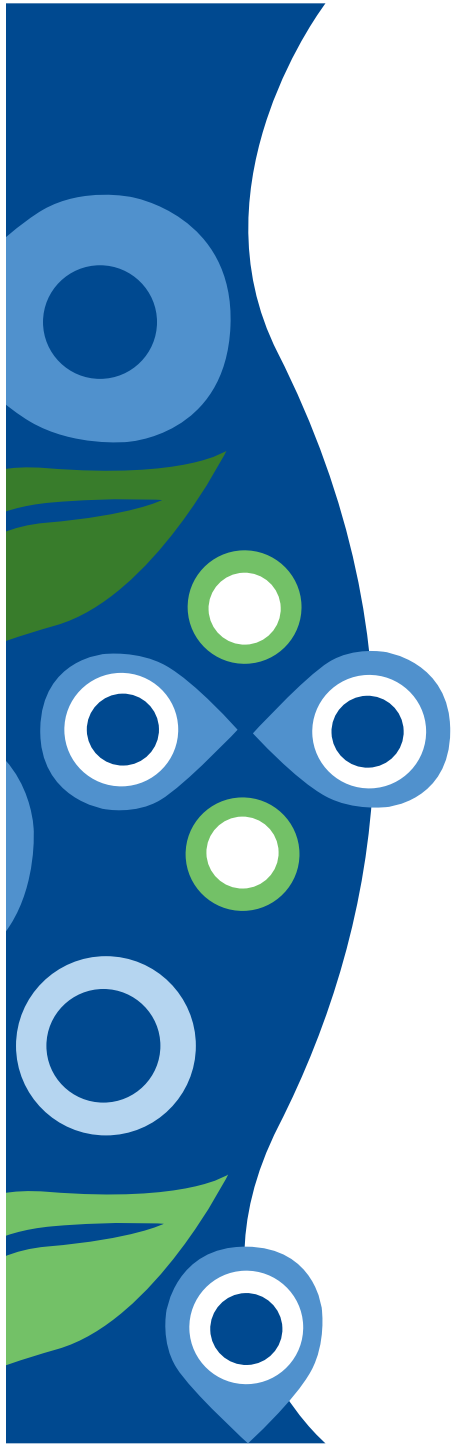
*Ms. Joyce Collier, Plumber
Local #1, Journeyperson "A"*

"In 1993, I attended a job fair where a woman from Non-Traditional Employment for Women (NEW) called me over to her table. The organization trains women for high-wage careers in the building and construction trades like plumbing, electrical and operating equipment. In 1994, I chose the plumbing trade, entering a five-year apprenticeship with pay raises every six months and benefits. Today I am a Journeyman 'A' plumber, with medical benefits and a 401(k) pension plan. I find plumbing to be a rewarding career because women can earn 2-3 times more in non-traditional women's jobs. It makes a big difference to a widow with four children to support." – Ms. Collier

How JetBlue Exceeded the 17% M/WBE Program Goals

- **Monitoring:** Review of the construction manager's incorporation of goals into contract documents and solicitation of bids.
- **Identification of M/WBE Firms:** Encourage contractor and supplier participation.
- **Bidding Process:** Ensure that each package would include M/WBE contractors and/or suppliers.
- **Pre-Construction Meetings:** Attend meetings to review and explain compliance instructions.
- **M/WBE Utilization Plans:** Receive and review M/WBE utilization plans; coordination of plan review and approval by the Port Authority's Affirmative Action Coordinator.
- **Statements of Payments:** Verify monthly payments to M/WBE contractors and suppliers.
- **Project Meetings:** Monthly progress meetings to discuss M/WBE requirements and/or issues with project team.
- **Financial Assistance:** Assist M/WBE contractors by requesting prompt payments when properly documented invoices were presented for supplies and/or services, as well as assisting in the arranging of accelerated progress payments to assist M/WBE contractors in meeting payroll and/or insurance payments.





SAFETY AND SECURITY

At JetBlue, safety and security are among our most important deliverable values for our people and our customers. In our 2010-2011 ESR, we plan to enhance our safety and security initiatives to strive for excellence in these areas.

SAFETY

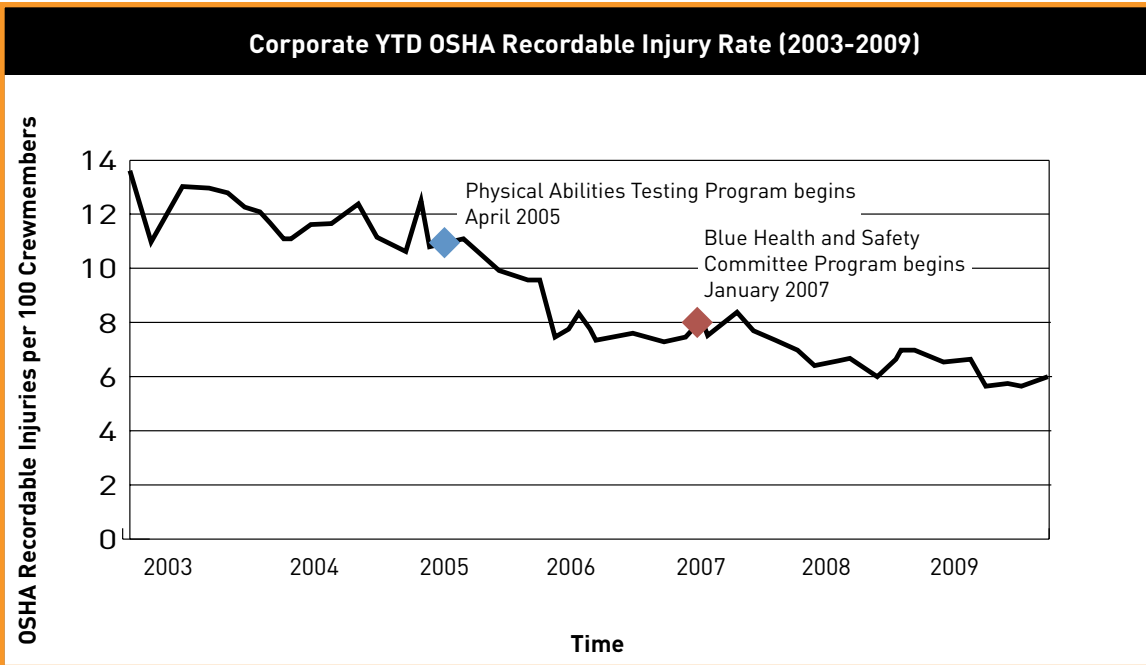
Safety is one of our core values and, arguably, the most important value of all. Nothing is more important than ensuring our customers, crewmembers and business partners remain safe throughout their entire JetBlue Experience. Our ongoing focus on safety relies on hiring caring and passionate people, training them to applicable standards, and providing them with appropriate tools and equipment. We also provide extensive training for our pilots, flight attendants, technicians, airport agents, dispatchers, and reservation agents, emphasizing the importance of safety.

We emphasize both occupational and environmental safety across our network. Since introducing physical abilities testing for those workgroups at greatest risk of ergonomic injuries, enhancing safety committees at every station and instituting a continuing analysis and surveillance system for ground safety, we have seen significant year-over-year decreases in both workers compensation claims and Occupational Safety and Health Administration (OSHA) recordable injuries and the related injury rate. Additionally, JetBlue has joined with other airlines and OSHA in voluntary partnerships focused on reducing ergonomic injuries and improving airport ramp safety.

We Don't Compete on Safety

We continue to expand our participation in voluntary programs in partnership with the Air Transport Association of America, Inc. (ATA) and the FAA, including Aviation Safety Action Programs (ASAP) and Flight Operational Quality Assurance (FOQA) data gathering. These voluntary programs are the result of ATA- and FAA-sponsored initiatives to raise safety performance through awareness of safety trends in the workplace. 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.





SECURITY

The Aviation and Transportation Security Act, or the Aviation Security Act, was enacted in November 2001 and federalized substantially all aspects of civil aviation security. The Aviation Security Act required, among other things, the creation of the Transportation Security Administration, or the TSA, to oversee 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. We comply with all TSA security requirements.

We have voluntarily implemented additional security measures, including the installation of four cabin security cameras on each A320 aircraft with a live video feed to the cockpit that provides 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.



REDUCING OUR IMPACT

We at JetBlue aim to actively manage our impacts on our people, our customers and our environment through strategies and programs that promote safety, advance security and reduce or eliminate waste.

REGULATORY COMPLIANCE

We are subject to various federal, state and local 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.

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, California, have established restrictions to limit 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 at Long Beach and San Diego 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 these payments quarterly to the Long Beach Public Library Foundation, and they are based on the number of infractions in the preceding quarter. 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. We incurred 130 violations, a result of 1.3% of all landings (totaling \$656,100) and 83 violations, a result of 0.7% of all landings (totaling \$294,900) in 2008 and 2009, respectively.



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. In 2008, JetBlue released 108 gallons of jet fuel (13 reportable spills and 33 non-reportable spills). Our quality team inspected the cause of each spill and determined that the majority of the releases occurred because of procedures that did not fully depressurize the wings of our E190 aircraft before fueling. The high pressure resulted in the expulsion of fuel during the refueling process. We established revised 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 significant improvement in 2009, reducing our volume spilled by nearly 40%. In 2009, we released 65 gallons of jet fuel (three reportable and 12 non-reportable incidents).

In 2008 JetBlue did not receive any notices of violation or non-compliance from local, state or federal regulatory environmental agencies. In 2009, one notice of non-compliance was received for failure to submit an annual report as required by a state permit for stormwater discharge. The annual report was prepared and submitted with payment of a \$1,000 fine. Appropriate measures were taken to ensure that future reports are prepared and submitted within the schedule requirements of the associated permit.

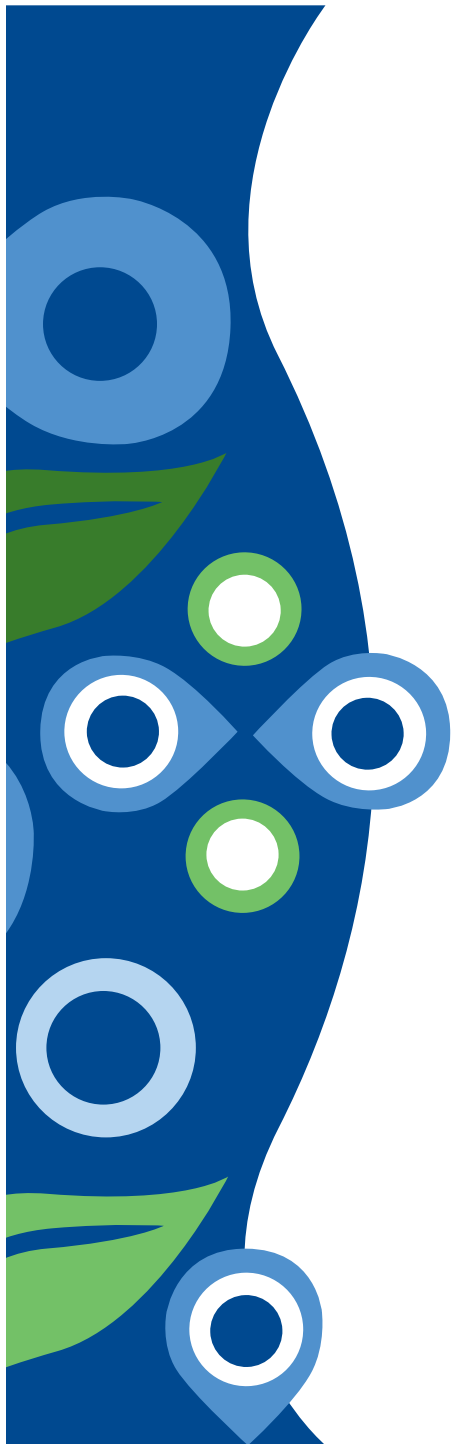
WASTE REDUCTION

Since our operations began in 2000, JetBlue's domestic trash generated at JFK has been sorted and recycled. The commingled trash is removed from JFK's Terminal 6 (Terminal 5 after it opened on October 22, 2008) 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. About 80% of the recyclable materials are removed, significantly reducing the volume of residuals placed in landfills.

At the start of 2008, we operated as a large quantity generator of hazardous wastes and began sincere efforts to dramatically reduce our waste footprint. At JFK, our largest operation, we developed a program to recycle spent jet fuel, used oil, used oil/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 our program at JFK and our spill reduction successes, we are proud to say that in late 2008 we made the transition to a small quantity generator and maintained this status through 2009.

Hazardous Waste Recycled		
	2008	2009
Batteries recycled (pounds)	1,045	1,375
Oil cans recycled (pounds)	2,600	3,300
Fuel filters recycled (pounds)	440	526
Fuel/oil recycled (gallons)	7,101	7,250





Currently, we have recycling efforts permitted only in New York. We have assessed the potential of 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 recycling program, we have eliminated a major portion of our former hazardous waste stream. Spent jet fuel cannot be completely eliminated from our waste stream due to FAA regulations. Every 40 hours, FAA mandates 1.5 gallons of fuel 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 2008 and 2009, approximately 1,300 pounds and 900 pounds, respectively, of such hazardous waste were disposed of by incineration. JetBlue does not have operations that rely on the use of materials containing chlorofluorocarbons (CFCs).

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. Such habitat is often critical because they are often in large cities

that have encroached or are in the process of encroaching on increasingly strained or vanishing habitat. Airport property — particularly on coastal or inland waters — represents an important intersection between commercial aviation and our ecological environment, particularly bird and water fowl habitat.

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 event, JetBlue coordinates with the FAA and the Smithsonian Institution to identify the species. In this manner, we provide direct data to local wildlife biologists charged with identifying resident species and improving and safeguarding their habitat.

Additionally, our GHG management policies regarding offsets allow JetBlue to make indirect contributions to habitat restoration projects away from airport locations. Our recent results are described later in this section and serve as one more example where our priorities to reduce our own impact is leveraged to improve the environmental and social health of other communities.



Greenhouse Gas Emissions

Year	Scope 1 Direct Emissions (Metric Tons CO ₂ e)	Revenue Ton Miles (RTM)	GHG Emissions/RTM (Metric Tons CO ₂ e/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

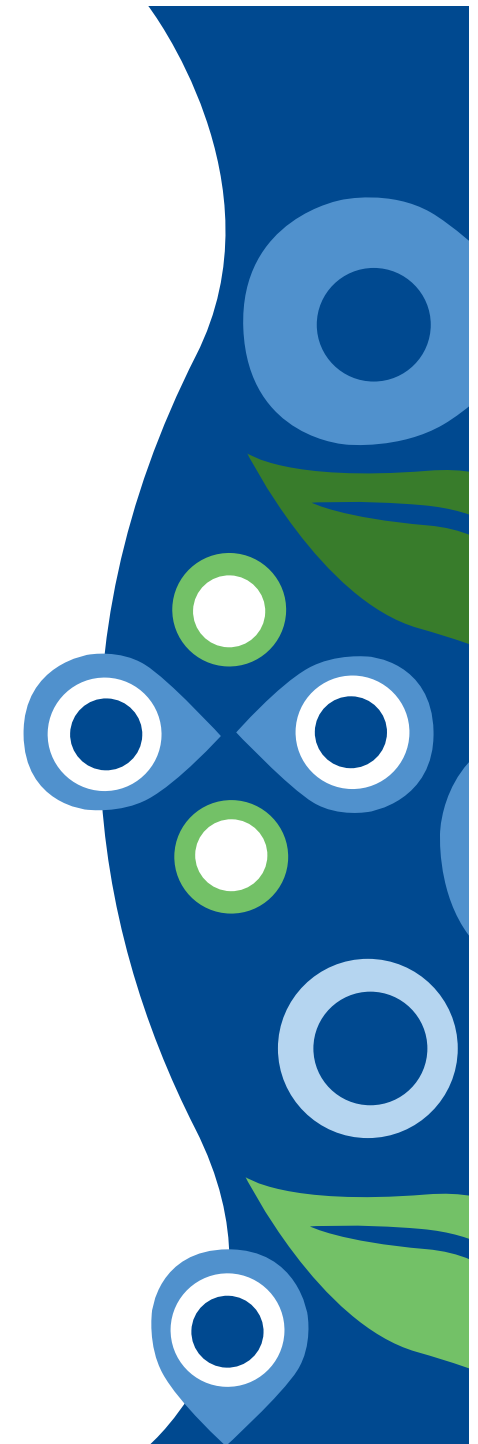
Based on industry data published by other airlines, we believe CO₂e emissions produced from the combustion of jet fuel account for more than 99% of our total greenhouse gas emissions. At the present time, we cannot quantify this due to lack of complete data for ground service equipment (GSE) fuel use 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.

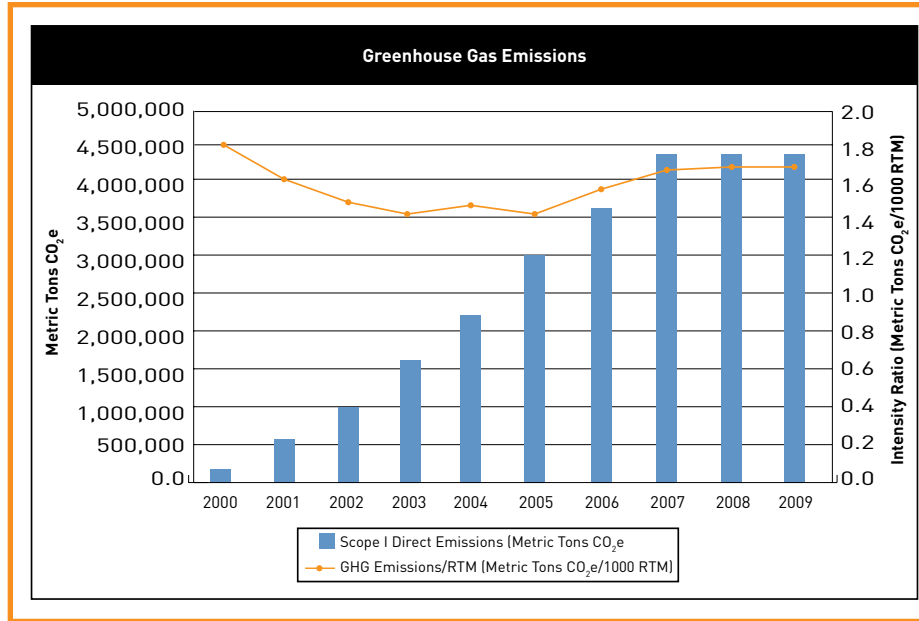
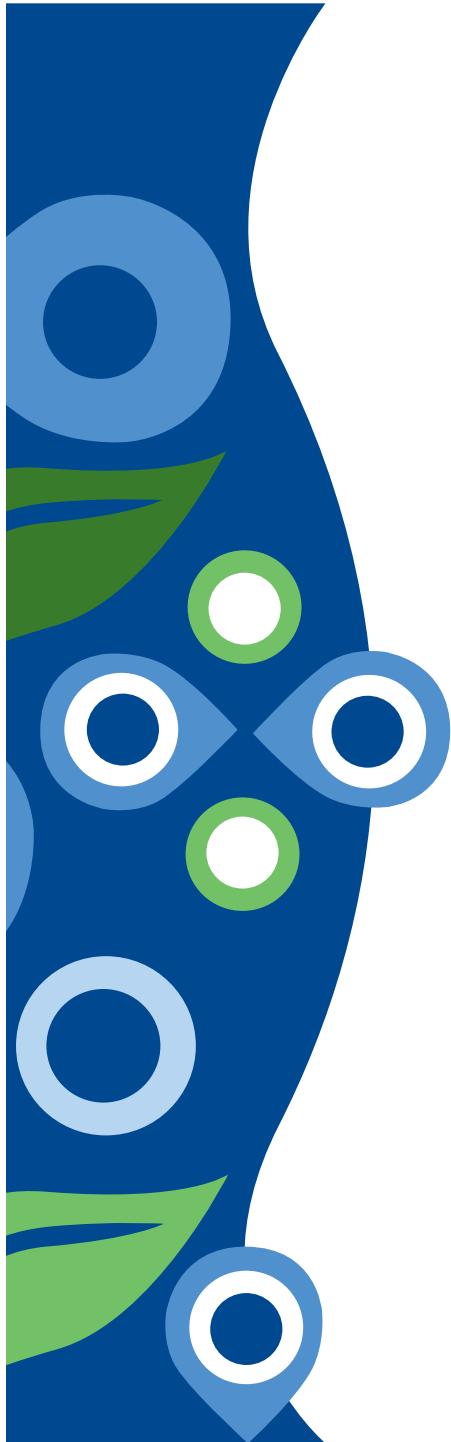
GREENHOUSE GAS EMISSIONS

Our updated, independently calculated GHG inventory is provided in this report. We continue to disclose trend data for both absolute and relative emissions for all operating years since we began service in 2000. The GHG emissions data was compiled in accordance with international conventions and the best practices established by the World Resources Institute/World Business Council for Sustainable Development (WRI/WBCSD) guidelines. We have included all six GHG constituents identified by the Kyoto Protocol and converted each to a common unit of measure, carbon dioxide equivalents (CO₂e) to account for the varying global warming potential of each GHG.

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 revenue ton miles (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





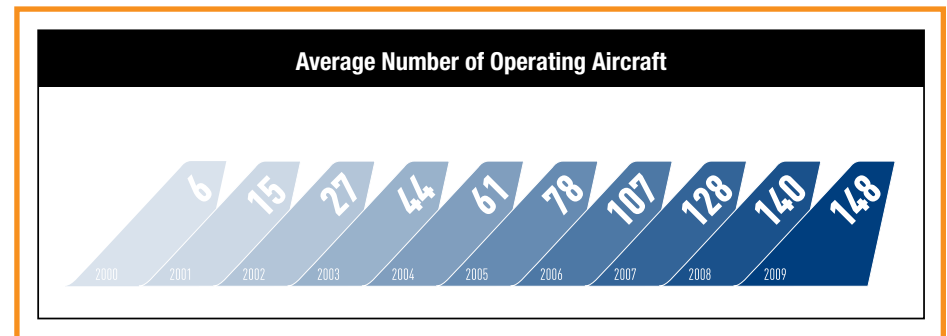
the elimination of GHG emissions associated with commuting and the operation of commercial office spaces. Our reservations crewmembers work from their homes, eliminating commuter trips and office facilities that would otherwise be required to accommodate a reservations call center. By working at home in spaces already accounted for in their own home carbon footprint, we reduce JetBlue's overall energy consumption and use of material goods.

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 chosen alternative units.

While nationwide only a small number of people take public transportation to work, nearly 50 percent of the 900 crewmembers assigned to our Forest Hills, N.Y., headquarters participate in a program where JetBlue provides transit checks to pay for

Eliminating Emissions

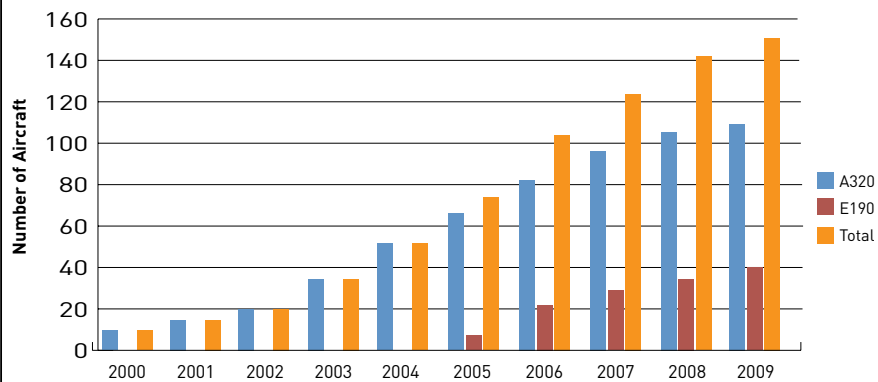
While complete elimination of GHG emissions is not feasible given the nature of our business, tangible steps are taken to eliminate certain components of our emissions. Since the beginning, our employment model has resulted in



**Aircraft Fleet Inventory
Ending December 31, 2009**

Aircraft	Seating	Owned	Capital	Operating	Total	Average Age (Years)
Airbus A320	150	82	4	24	110	4.9
Embraer 190	100	10	0	31	41	2.8
Totals		92	4	55	151	4.3

Aircraft Fleet



Reduce Emissions

The price and availability of aircraft fuel, which is our single largest operating expense, are extremely volatile due to global economic and geopolitical factors that we can neither control nor accurately predict. We will continue to monitor fuel prices closely and take advantage of fuel hedging opportunities to mitigate our liquidity exposure and provide some protection against significant volatility and increases in fuel prices. We believe these facts provide strong incentives for highly accurate and comprehensive fuel inventory management — particularly conservation — which, in turn, promotes a reduction in GHG emissions.

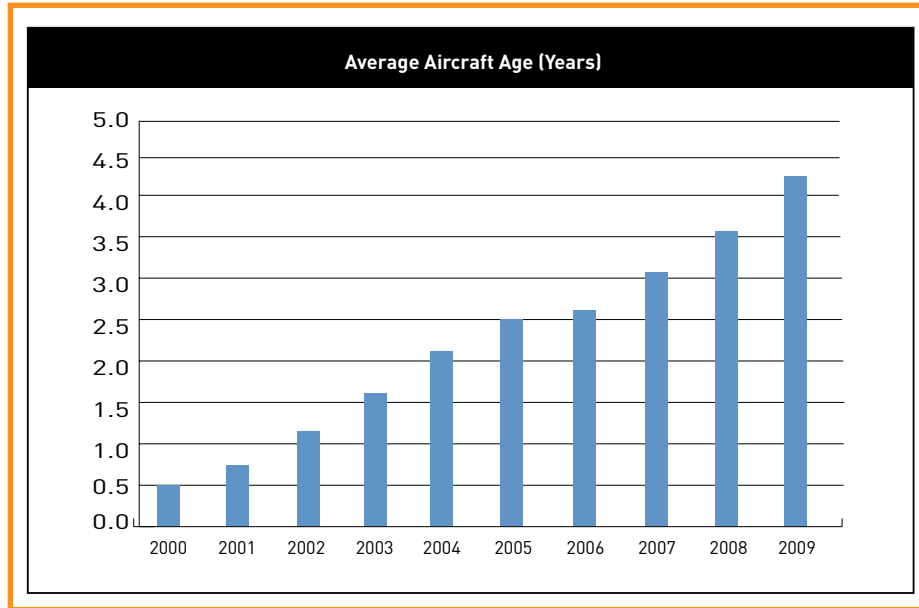
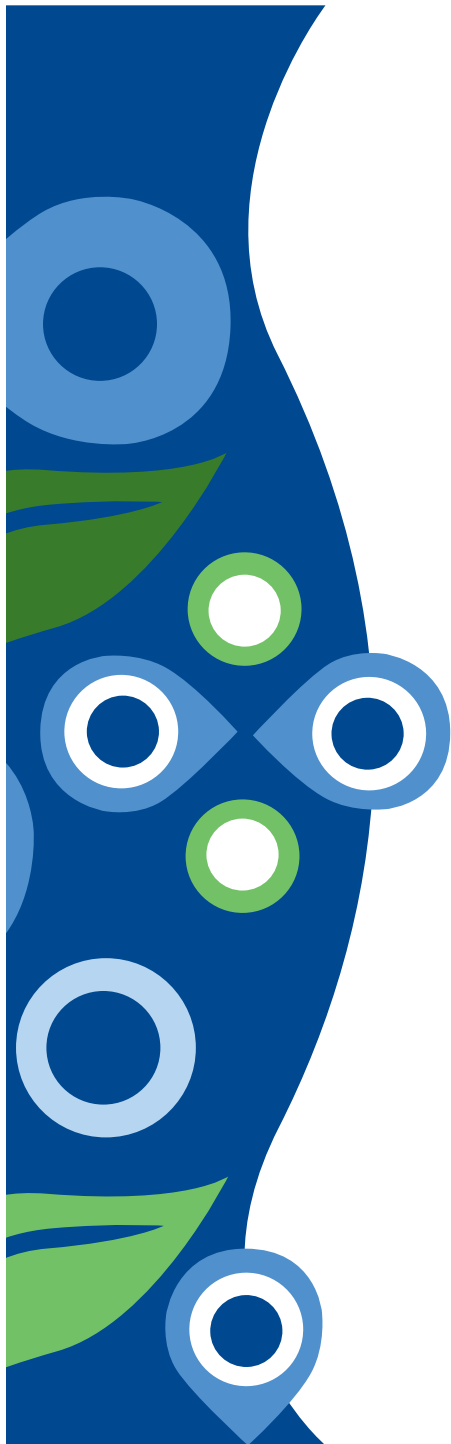
Fleet Management

Our business and environmental successes

New York’s widely available and user-friendly public transportation system. JetBlue crewmembers who participate in the program significantly reduce the amount of CO2 emitted to the atmosphere each time they take the bus, subway or commuter rail.

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 carbon footprint.





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

In response to continuing uncertain economic conditions, we continued to carefully manage the size of our fleet. In 2008, we increased the size of our A320 operating fleet by three net aircraft during the year, through the purchase of 12 new aircraft offset by the sale of nine of our older aircraft. Our EMBRAER 190 operating fleet increased by a total of five net aircraft during the year, through the acquisition of seven new aircraft offset by our leasing of two aircraft to another airline. In 2009, we increased the size of our A320 operating fleet by three aircraft and our Embraer 190 operating fleet by six aircraft.

We modified both our Airbus A320 and EMBRAER 190 purchase agreements to defer future aircraft deliveries and cancel options to purchase aircraft at a future date. We may further slow our fleet growth through additional aircraft sales, leasing of aircraft, returns of leased aircraft and/or deferral of aircraft deliveries.

maintain a viable business plan that also serves to actively manage GHG emissions.

Fuel Management

JetBlue's Fuel Challenge Team continues its mission to reduce and conserve fuel consumption across our system. We use state-of-the-art engine health monitoring systems, high-speed tractors to move aircraft on the ramp, and actively manage the age/efficiency of our ground service equipment. In addition, we use many of the procedures described below.

Actively manage routes for efficiency: We schedule our aircraft near capacity; however, we do not employ the overbooking strategies employed by some carriers. By ensuring our aircraft are more fully loaded before adding segments to a market, we maximize the value of our assets and minimize the intensity of our GHG emissions.

Adopt one-engine taxi procedures: JetBlue pilots and technical operations crewmembers routinely use one-engine taxi procedures whenever practical. Thanks to an outstanding commitment by our pilots and technical operations crewmembers, we have enjoyed tremendous success, implementing one-engine taxi on more than half of all flights. Because we experience our most significant delays at JFK, our one-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 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 by displacing them to more efficient electrical and air generating units.

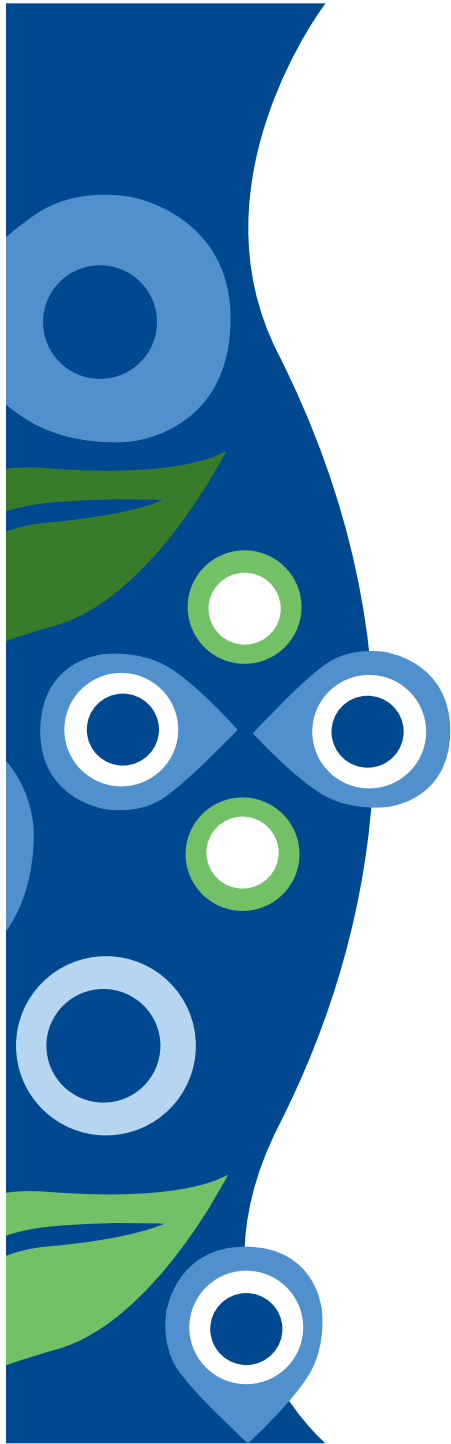
Prioritize maintenance activities: Our Technical Operations staff actively manages our minimum equipment work list. To accomplish this, they log all required maintenance activities and prioritize them so that, after all safety issues are addressed, any remaining issues that may result in a significant impact to fuel efficiency are considered priorities.

In December 2009, we signed comprehensive memorandums of understanding, along with 14 other airlines, with two producers for a future supply of alternative aviation fuel, which would be more environmentally friendly than the jet fuel currently being used. One producer, AltAir Fuels, plans for the production of approximately 75 million gallons per year of jet fuel and diesel fuel derived from camelina oils or comparable feedstock. The other producer, Rentech, plans for the production of approximately 250 million gallons per year of synthetic jet fuel derived principally from coal or petroleum coke.

Offsetting Emissions

We introduced a partnership with Carbonfund.org for Customers to offset the carbon dioxide emissions generated by their travel. Customers have the option to visit www.carbonfund.org/jetblue after completing their itinerary purchase online. Donations support a portfolio of environmental projects in select states we currently serve. In addition, we've committed to offset carbon dioxide emissions generated by crewmembers traveling for corporate business. This will fund the planting of approximately 11,200 trees in Louisiana, creating a 40-acre forest.





VOLUNTEER OUR SERVICES

JetBlue was founded on the principles to treat your people right and to serve one another. We have always viewed ourselves as a service organization — more precisely, a service organization that provides the best jetting experience in the skies.

We understand that successful businesses depend on healthy communities and, just as critically, successful communities rely on healthy businesses. As such, we continually seek to leverage our services to enhance the quality of life in the communities we serve. Today, we support more than 700 organizations yearly throughout our network — many through flight donations for auctions, raffles and development. We have annual volunteer projects and crewmember engagement programs throughout the year as well as other initiatives that help us serve JetBlue communities.

JetBlue's volunteer and philanthropic efforts are organized and administered by our Corporate Social Responsibility department, which focuses on Corporate Citizenship, Corporate Giving, Philanthropy, and Corporate Social & Cause-Related Marketing. Our CSR department coordinates closely 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 the operation.

We focus on four causes — Health and Wellness, Education, Environment and Community — and enjoy cooperation from several national partners, including First Book, Do Something, Carbonfund.org, the American Cancer Society and Soaringwords. One of our challenges is to engage in volunteer efforts that excite our crewmembers and align with their passions. We have assigned regional marketing managers to administer our local giving and believe this affords our crewmembers the best ability to influence charitable giving from each station and office location.





We are working to align our corporate giving with crewmember passions by surveying crewmembers to determine what organizations they would like to see JetBlue support and by developing crewmember engagement programs. As part of this effort, we anticipate launching a formal volunteer program in 2010 that will allow crewmembers to track individual and corporate volunteer initiatives. In early 2011, we hope to launch company match, payroll deduct and crewmember giving programs as well.

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. In 2009 our crewmembers volunteered 2,425 hours of service to decorate and deliver 1,255 quilts, visited 39 local hospitals, and helped hundreds of ill children feel comfortable.

FIGHT CANCER

Since 2003, we have been a supporter of the American Cancer Society; we have raised more than \$200,000 and have engaged more than 800 crewmembers to support the cause.

ENCOURAGE LITERACY

In 2006, JetBlue launched its partnership with First Book, a nonprofit organization that provides new books to children in need, addressing a key factor affecting literacy — access to books. Together, JetBlue and First Book have distributed more than 170,000 new books to children who need them.

Through the Jet Back to School with Blue campaign, JetBlue teamed with First Book, Nickelodeon and Blue's Clues to distribute thousands of new books to children in JetBlue communities across the country. JetBlue and First Book have also distributed books to schools and community-based programs in celebration of Hispanic Heritage Month, Black History Month and Women's History Month. Through its partnership with First Book, JetBlue continues its commitment to providing children in need with the resources they need to make their futures take flight!

ONE THING THAT'S GREEN

JetBlue launched this national program in 2008 to encourage crewmembers and customers to change their habits and Do One Thing That's Green in honor of Earth Day. JetBlue has completed three volunteer events with the New York Restoration Project / MillionTreesNYC since 2008. To date we have planted more than 700 trees in New York and over 1,070 crewmembers friends and family volunteered more than 5,350 hours.



Why JetBlue planted 700 trees in NYC

- Trees keep our air supply clean by absorbing carbon dioxide and producing oxygen.
- The net cooling effect of a healthy tree is equivalent to 10 room-size air conditioners operating 20 hours a day.
- Trees improve water quality by slowing and filtering rainwater.
- In a year, one tree can absorb as much carbon as is produced by a car driven for 26,000 miles.
- Trees decrease noise pollution, especially in urban areas.
- Two mature trees can provide enough oxygen for a family of four.
- Research indicates that trees help reduce stress in the workplace and speed recovery of hospital patients.



As part of this program, since 2008, JetBlue has made a donation to Carbonfund.org to offset our crewmember travel and we encourage our customers to offset their travel as well as part of our GHG management strategies described elsewhere in this report.

Our Do One Thing That's Green program is intended to influence crewmembers and customers nationally too. Each station works with Hands on Network or Keep America Beautiful to find a volunteer opportunity and engage their work groups to get out and volunteer. We have chosen a diverse portfolio of projects near JetBlue cities that include the Horse Hollow Wind Project in Texas, Upstate NY Solid Waste Management Project and the Tensas River Valley Reforestation Project.

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 annually 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 1,300 JetBlue crewmembers have volunteered 9,248 hours to build playgrounds in Orlando, Florida.; Newark, New Jersey; Woburn, Massachusetts; Long Beach, California; Long Island City, New York; Salt Lake City, Utah; Forest Hills, New York; and Lauder Hill, Florida In 2010, we will complete our next build in Boston.

LET THE MUSIC PLAY

The VH1 Save the Music Foundation is a not-for-profit organization that provides grants of musical instruments to public elementary and middle schools. Since 1997, the foundation has provided \$45 million worth of new musical instruments to 1,700 public schools in more than 100 communities around the country, impacting the lives of more than 1.4 million students. The long-standing partnership between

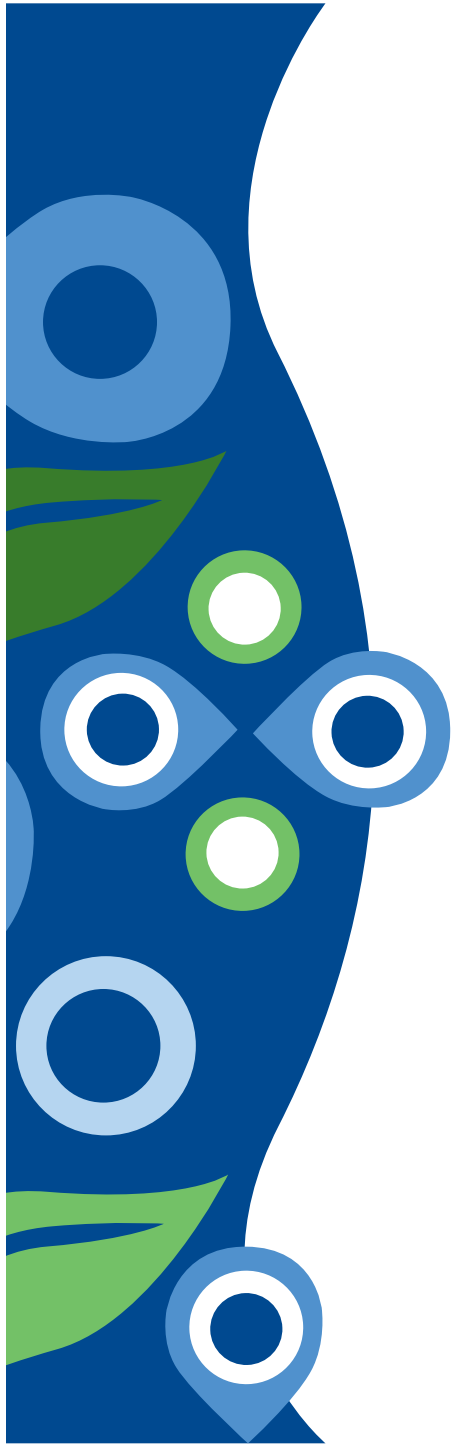


JetBlue Airways and VH1 Save the Music Foundation began in 2005, when JetBlue became the foundation's official airline sponsor. As a platinum sponsor, JetBlue provided vouchers to help alleviate travel costs associated with meeting financial goals and effectively implementing the foundation's mission. In 2009, JetBlue wanted to contribute more and launched the "Let The Music Play" campaign in celebration of our newly launched flight service to Los Angeles International Airport. JetBlue raised more than \$73,000 for the cause, and 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.

SWING FOR GOOD

In 2009 JetBlue raised \$140,000 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 first golf tournament. We are working to make it an annual event, and the planning for 2010 is in full swing, with some of our business partners signed up to sponsor the event. We are working on a crewmember fundraising campaign where round-trip flights and golf spots will be some of the rewards for crewmembers who raise the most money for the cause.





EDUCATE OURSELVES — AND OTHERS

JetBlue focuses on reduction of environmental impact; volunteering; public policy; and educating ourselves, our customers and crewmembers.

FOSTERING POSITIVE PUBLIC POLICY

Building and maintaining strong relationships with our government partners in every community, as well as in Washington, D.C., and state capitals around our network, is a top priority for the company.

As an airline directly affected by legislation and regulation at federal, state, local and international levels, we work with government officials to build relationships, educate and advocate our interests.

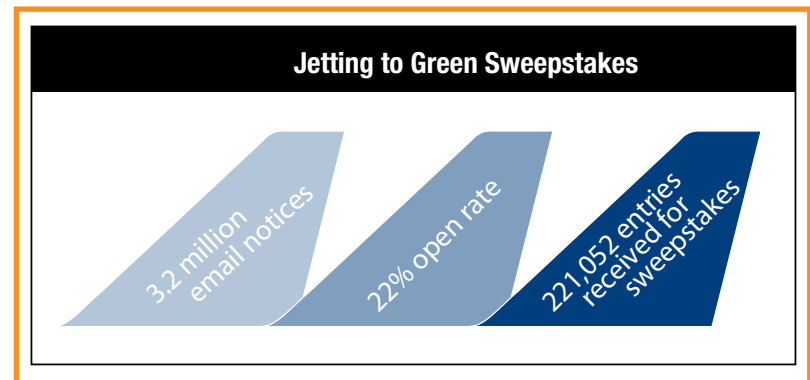
On issues of particular interest to the company, JetBlue's government affairs team engages with government officials to advocate for our position and provide context for that leader to understand its importance to JetBlue. On many issues, where our interests are aligned with other entities, we plan to coordinate our efforts through our trade association, the Air Transport Association of America (ATA), or through a formal or informal coalition of like-minded organizations. With ATA, JetBlue participates in regular meetings of its Government Affairs Council and its State and Local Affairs Committee to develop and lobby in support of industry public policy positions.

JETTING TO GREEN

In 2008, we launched a "Jetting to Green" program on



www.jetblue.com, which we use to educate our customers and crewmembers about environmental issues and to inform the public about our "green" initiatives. This report is published on this part of our website to, in part, educate these stakeholders about our environmental programs, including those aimed at curbing GHG emissions, our conservation efforts and our social responsibility initiatives.





Jetting to Green focuses on reduction of environmental impact; volunteering; and educating ourselves, our customers and crewmembers. To kick off our initiative publicly, we brought in like-minded companies to share their green stories with our customers and potential customers. Our One Thing That's Green campaign was launched, which encouraged crewmembers, customers and business partners to make one change that benefits the environment and gave away 85,000 Green Starter kits to our customers, crewmembers and volunteers. We launched a Jetting to Green sweepstakes.

NYCPS 153 — MAKING THE GRADE

JetBlue is committed to continued investment in education for underserved children and young adults in our hometown of New York City. We believe it is imperative to harness the talent, skills and resources of all business sectors to improve public schools and proactively develop our nation's future talent. Through PENCIL Partnerships, JetBlue is shaping the way students learn, teachers teach and principals lead — transforming schools and changing lives. Consider Dave Barger, president and CEO of JetBlue Airways, and Monica George, former principal of New York City Public School 153 (NYCPS 153). Through PENCIL, Dave and Monica have created a professional development program for teachers at NYCPS 153 to incorporate JetBlue's corporate principles into the school's leadership development. The school comprises more than 1,300 pre-kindergarten through fifth-grade students. It hosts a large population of English Language Learner students; approximately 70% of students are Latino, and nearly 94% of students qualify



for free lunch. NYCPS 153 was plagued by an extremely high rate of turnover among its teaching staff.

Principal George was invited to JetBlue's headquarters to sit in on leadership meetings and a board meeting to experience how a successful business operates. The opportunity allowed her to reflect on herself as a leader. She observed how the leadership team orchestrates effective meetings and creates an atmosphere of JetBlue being a "fun place to work," and she observed the ways in which the executives interacted with one another. Principal George was especially struck by the dynamic of playful competition among executives that resulted in them encouraging each other's success.

Almost immediately, Principal George began incorporating JetBlue's operating principles into the school environment. She began to use JetBlue's reading list for their leadership training as a reference for her own staff's professional development sessions. Taking cues from JetBlue executives, she began highlighting accomplishments among the student population to create the JetBlue atmosphere of friendly competition and encouraged staff to reflect on themselves as leaders.

When Dave Barger began working with PS 153 in Harlem six years ago, the school had high staff attrition, a disengaged student and parent population, and had gone through five principals in five years. The school culture needed to be overhauled. Barger and Principal George worked together to build the Wolverine brand by developing a logo and mascot, a school store, spirit days and new sports teams for the school. They organized substantive professional development training and incentives for teachers who met their goals. Their work together has had a transformative impact on the school: JetBlue has contributed to improved student behavior and provided valuable professional development for Principal George and teachers, contributing to a marked decrease in teacher attrition — down from 25% in 2002 to 3% in 2009.



2008 AWARDS

Best Large U.S. Economy Class — Awarded by Zagat Airline Survey

Best Inflight Entertainment — Awarded by Zagat Airline Survey

Most Eco-Friendly — Awarded by Zagat Airline Survey

Silver Halo, Best Environmental Campaign (Jetting to Green) — Awarded by Cause Marketing Forum

Best In-Seat Comfort — Awarded by Domestic AirlineSmarter Travel 2008 Readers' Choice Awards

Best Onboard Entertainment — Awarded by Domestic AirlineSmarter Travel 2008 Readers' Choice Awards

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

2008 MILESTONES

December 19: JetBlue Becomes the Official Airline of the Red Sox

October 22: T5 Opens Its Doors to Rave Reviews

September 10: JetBlue's In-Flight Entertainment Named the Best in the Americas for the Second Time

September 8: Flights and Vacation Packages Are Successfully Auctioned on eBay – An Airline First

August 4: Travel Pillow and Blanket Kit Is Introduced on JetBlue Flights

June 17: JetBlue Ranked Highest in J.D. Power and Associates North America Airline Customer Satisfaction Study

June 2: Movies from Six Major Hollywood Studios Now Available Onboard

May 20: Jetting to Green Introduces Carbon Offsetting and an Alternative Fuel Partnership

May 13: JetBlue Recognized for Excellence in Design by the Smithsonian's Cooper-Hewitt National Design Museum

May 1: The Embraer 190 Starts Jetting on the West Coast

April 8: Goodbye Flying ... Hello Jetting!

April 1: Even More Legroom Seats Now Available on JetBlue Flights

March 30: Partnership with Aer Lingus Begins

March 19: Orlando Is Named JetBlue's 7th Focus City

March 3: Buy TrueBlue Points Service Is Introduced

February 19: The first A320 with a Redesigned Cabin Joins JetBlue's Fleet

February 11: Happy 8th Anniversary, JetBlue!

January 28: Refundable Fares Are Introduced

January 22: Deutsche Lufthansa AG Completes Stock Purchase Transaction for a 19 Percent Stake in JetBlue

January 17: St. Maarten Is Added as the Newest JetBlue Caribbean Destination

January 10: Service to Puerto Plata in the Dominican Republic Begins

AWARDS

We believe we have created a widely recognized brand that differentiates us from our competitors and identifies us as a safe, reliable, value-added airline focused on customer service and providing a high quality travel experience. Similarly, we believe customer awareness of our brand has contributed to the success of our marketing efforts and enables us to market ourselves as a preferred marketing partner with companies across many industries. Our success is evidenced, in part, by these recognitions:

- In 2008 and 2009, we were voted "Top Low Cost Airline for Customer Satisfaction" by J.D. Power and Associates for the fourth and fifth consecutive years.
- We earned distinctions as the "Best Large Domestic Airline (economy class)," "Best Inflight Entertainment (domestic flights)" and "Most Eco-friendly Airline" in both the 2008 and 2009 Zagat Airline Surveys.



- The JetBlue Experience won us “Best In-Seat Comfort-Domestic Airline” (2008); “Best Onboard Entertainment-Domestic Airline” (2008 and 2009); and “Best Onboard Entertainment-Domestic Airline” (2009) from the 2008 and 2009 Smarter Traveler Readers’ Choice Awards.
- In 2008, for the second year in a row, we won the “Best Inflight Entertainment Experience in the Americas” by the World Airline Entertainment Association Avion Awards.

Additionally, in 2009 we won an “Extra Mile” award from Budget Travel and were recognized by AIGA for Design Excellence.

2009 AWARDS

Best Airline Brand — Awarded by 2009 Brand Keys Customer Loyalty Engagement Index
Best Environmental Campaign: Jetting to Green — Awarded by Cause Marketing Forum
Best Rated Large Domestic Airline in the Economy Category — Awarded by Zagat’s Airline Survey
#1 Airline Brand — Awarded by 2009 Brand Keys Customer Loyalty Engagement Index®
Richard A. Griesbach Award of Excellence Winner — Awarded by ACI-NA 2009 Airport Concessions
#1 U.S. Routes/Single-Class Service Airline — Awarded by Condé Nast Traveler
Top-Rated Large Domestic Airline, Economy Seating — Awarded by Zagat Airline Survey
Best In-Flight Entertainment, Domestic — Awarded by Zagat Airline Survey
5th Annual Extra Miles Awards — Awarded by Budget Travel Magazine
CIO 100 Award Honoree — Awarded by CIO Magazine
Top Low Cost Airline for Customer Satisfaction — Awarded by J.D. Power and Associates
AIGA Corporate Leadership Award — Awarded by AIGA, the Professional Association for Design

2009 MILESTONES

December 16: JetBlue Airways Announces Plans to Serve Punta Cana, Dominican Republic
 November 17: JetBlue Begins the First Nonstop Service Between San Francisco and Fort Lauderdale
 November 11: JetBlue’s Revamped TrueBlue Program Touches Down
 November 11: JetBlue and Lufthansa Begin Codeshare Operations
 November 6: Panthers Get Wings: JetBlue Signs on as Official and Exclusive Airline Partner of the Florida Hockey Team and a Pillar Partner of the BankAtlantic Center
 November 2: Fenway Sports Group Announces JetBlue Airways as Official Airline of Boston College Athletics
 October 30: Second Jamaican Destination Begins: Kingston
 October 26: Service to Saint Lucia Begins
 October 10: “Blueberries,” the Latest Livery Design Is Revealed
 October 1: Service to the Island of Barbados Begins
 September 17: Recognized for Design Excellence by AIGA
 September 14: JetBlue Earns a Perfect Score on HRC’s Corporate Equality Index
 September 8: JetBlue Touches Down as Official Airline Partner of the New York Jets
 August 12: The All-You-Can-Jet Pass Offering One Month of Unlimited Travel Available for Only \$599 Is Unveiled
 May 21: JetBlue Jets to Jamaica with Service to Montego Bay
 May 19: Becomes Official and Exclusive Airline of Los Angeles Angels of Anaheim
 April 16: Rob Maruster Named Chief Operating Officer
 March 26: San José, Costa Rica, Becomes JetBlue’s First Destination in Central America
 February 17: The JetBlue Promise Program Launches: If You Lose Your Job, We’ll Refund Your Fare
 January 29: Bogotá, Colombia, Becomes JetBlue’s First South American Destination

ABOUT OUR REPORTING

We have issued corporate Environmental and Social Reports for 2006 and 2007, which discuss our GHG emissions efforts, our environmental awareness programs — which we call Jetting to Green — and our community efforts.

The community efforts involve business partners in endeavors to, for example, build playgrounds, plant trees and donate books to the communities in which we live and work. More information on these efforts and our corporate sustainability reports is available at <http://www.jetblue.com/green>.

The information contained in this report covers JetBlue's operations between January 1, 2008, and December 31, 2009. No material restatements of environmental or social data from prior

reports were necessary in this report. Financial restatements, as needed, are published in our SEC filings. Consolidated data is provided for JetBlue and its wholly owned subsidiary LiveTV, LLC (LiveTV®) excluding 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 Global Reporting Initiative (GRI) G3 Guidelines. 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. With this report, we continue to demonstrate our dedication and transparency to the triple bottom line. In this report, we have included two years in the reporting period and have expanded the boundaries of the report to encompass economic data from 2008 and 2009 as well as environmental



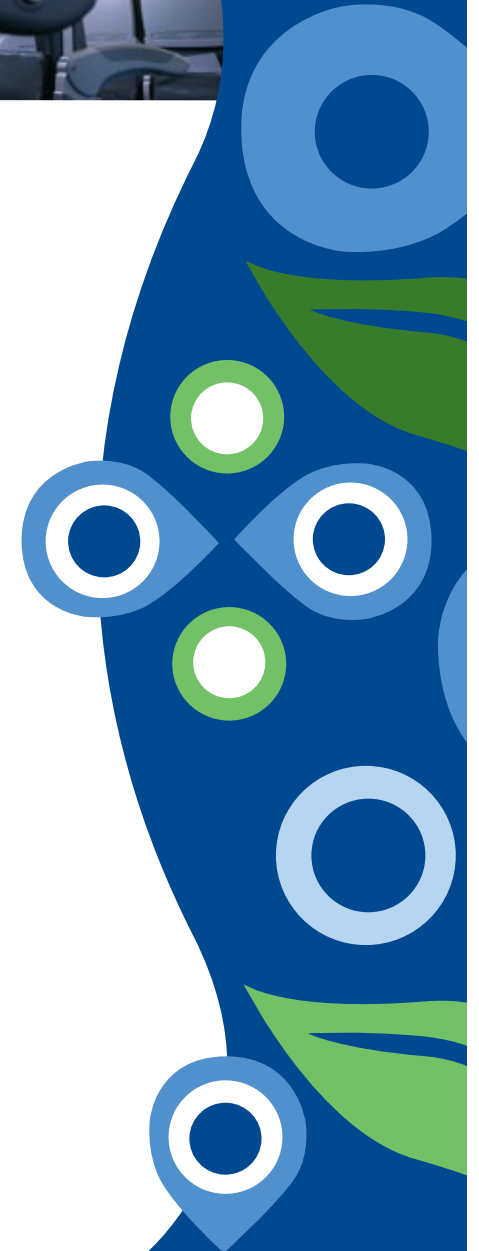


and social performance data. This report is compliant with the GRI Level C reporting application level.

In future years, we anticipate producing a GRI Level C or higher report annually, generally in the second quarter of the year after each reporting period ends. We plan to publish our 2010 Environmental and Social Report in the first quarter of 2012, encompassing a reporting period from January 1, 2010, to December 31, 2010.

Our stakeholders include shareholders, crewmembers, customers, business partners, regulators, communities and even our airline peers — all of whom we interact with as we provide the JetBlue Experience. In recognition of this broad array of stakeholders, we listen to their concerns and comments at any opportunity that is presented to us. 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



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