

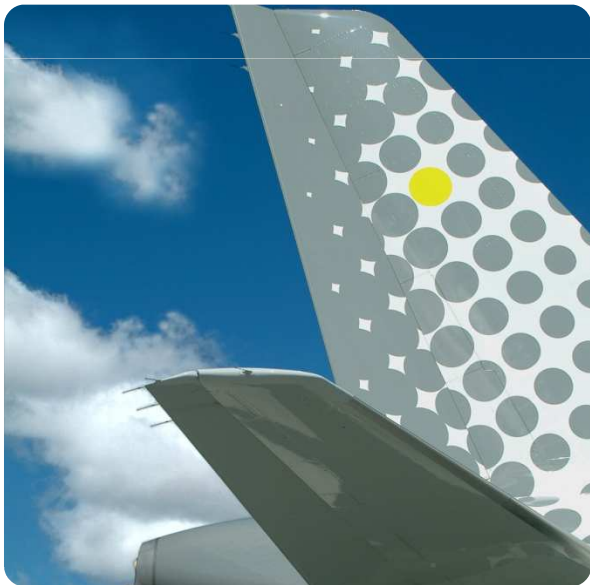


Full Year 2011 and Q4'11 Results

Vueling Airlines, 28th of February 2012

vueling[®]

Agenda



- A. Highlights & Market
- B. Financial Review
- C. Business Review
- D. Outlook

A.

Highlights & Market



1. Highlights
2. Market evolution
3. Fuel and dollar

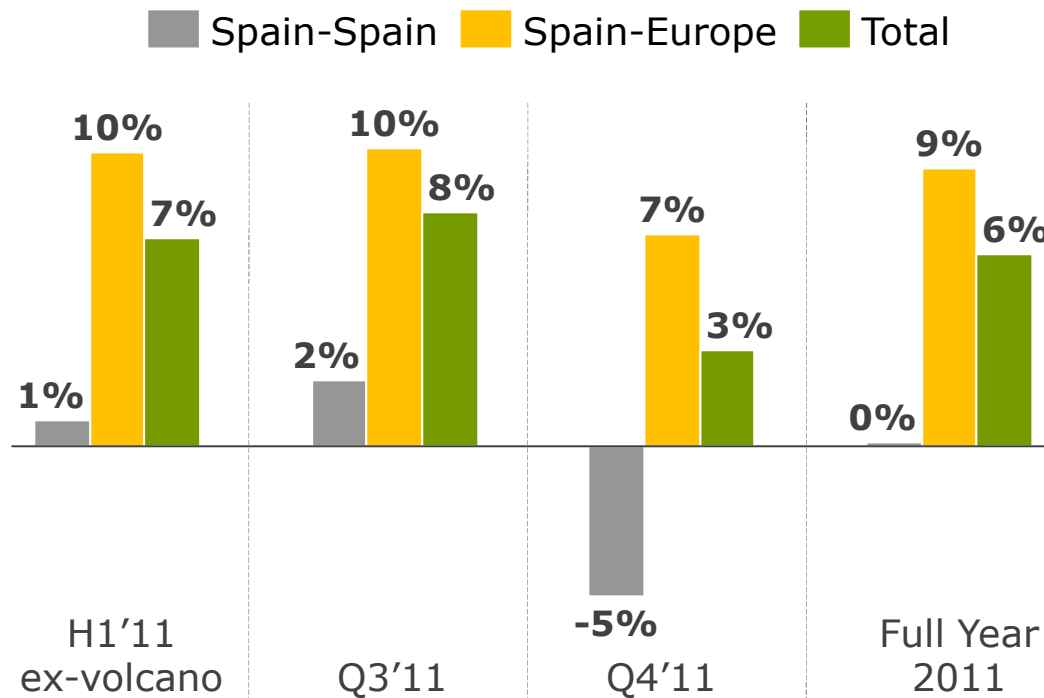
- Vueling full year 2011 EBIT reached €11.4m

- In 2011, passenger traffic rose by 11.6% driven by a significant capacity increase (+5.5% in ASK and +8.7% in seats) and a higher load factor (+2.4pp)
- RASK improved by +2.8% in 2011 despite increased competitive pressure and a weak macro environment
- CASK ex-fuel was in line with 2010 at constant currency and stage length (+1.1%)
- The net result amounted to €10.4m despite fuel prices +40% higher than last year

- Vueling maintained a strong balance sheet structure with a net cash position of €246.5m as of December 31st 2011

The Spanish market grew driven by European traffic as domestic demand remained weak

Market Growth (% passenger change year-on-year)

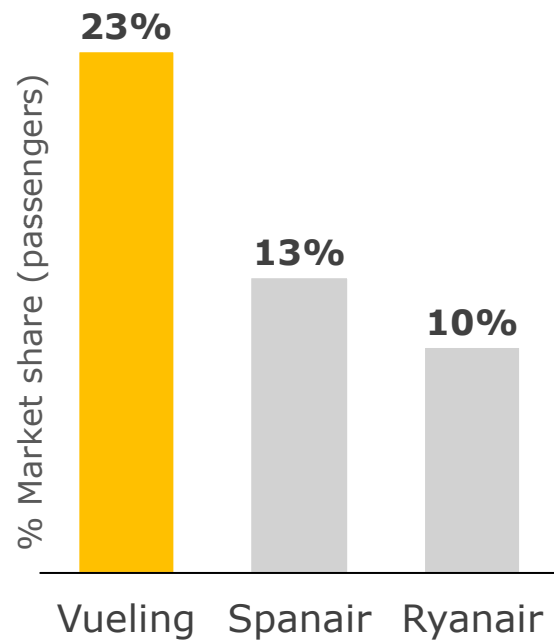


- The domestic traffic contracted in Q4'11 on capacity cuts and disruptions (strikes)
- Spain to Europe traffic grew close to 10% over the year
- The Spanish domestic market remained flat year-on-year

Source: AENA and Vueling estimates. Not excluding the volcano effect: H1'11: SPA-SPA=+2%, SPA-EUR=+14%, Total=+10%.
 FY 2011: SPA-SPA=+0%, SPA-EUR=+11%, Total=+8%.

Beyond the Spanish market, Vueling is starting to show leadership at other European airports

FY'11 Barcelona airport



FY'11 Market share

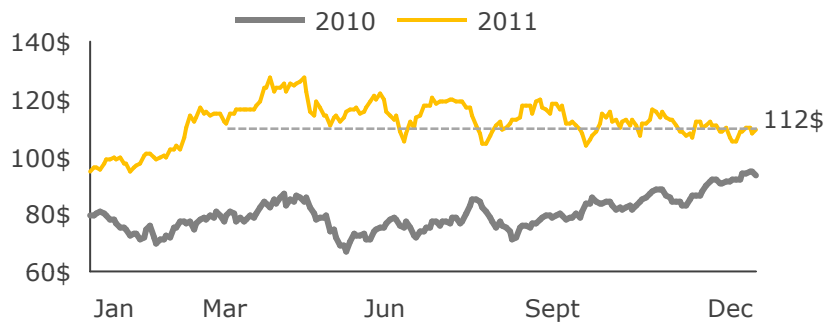
	Ranking	Market Share
Barcelona	1st	23%
Bilbao	1st	23%
Sevilla	2nd	25%
Paris Orly*	3rd	6%
Toulouse*	5th	3%
Fiumicino*	5th	3%

- Vueling maintains leadership at several Spanish airports
- Vueling increased passengers by +7% compared to 2010 at its home hub in Barcelona
- Non-domestic markets shares gained relevance

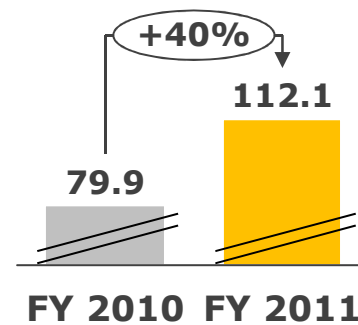
Source: AENA and Vueling estimates. Includes long haul traffic figures. * Measured in seats offered.

High oil prices, with an average which remained above \$110 per barrel

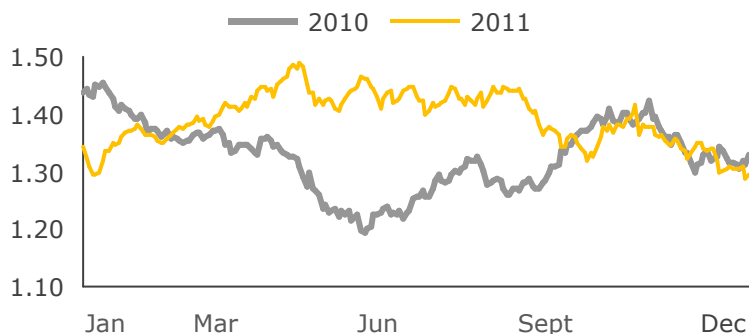
Brent barrel price evolution



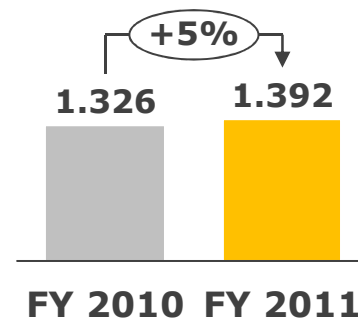
\$/bbl average price



€/USD evolution



€/USD average price



- Oil price rose 40%* vs. last year in FY'11
- The oil price averaged around \$112 per barrel
- The euro / dollar exchange rate improved by 5% in FY'11, despite unfavourable movements in Q4'11

Source: Reuters *Brent barrel, Jet fuel rose 41%

B.

Financial Review



1. P&L Overview
2. Activity
3. Revenues
4. Costs
5. EBIT Review
6. Balance Sheet & Cash Flow

The higher fuel cost had a negative impact on EBIT performance in Q4'11

Performance indicators Q4'11

	Q4'11	Q4'10	YoY change
ASK (m)	3,131	3,103	+1%
Passengers (m)	2.8	2.5	+11%
Load factor (%)	76.6%	71.7%	+4.9pp
RASK (€c)	5.62	5.38	+4%
CASK ex-fuel (€c)	4.36	4.17	+5%

Financial results Q4'11

	Q4'11	Q4'10	YoY change
Revenues (€m)	176.1	167.0	+5%
Fuel (€m)	-57.8	-45.2	+28%
Opex (€m)	-107.5	-103.9	+3%
D&R (€m)	-29.2	-25.3	+15%
EBIT (€m)	-18.4	-7.5	-10.9m

- RASK increased in Q4'11 by 4.4% on improved load factors (+4.9pp) and a shorter stage length (-3.5%)
- CASK ex-fuel increased by (+3.1%) at comparable stage length mainly due to lower utilization

Source: Vueling

Note: Load Factor: RPK/ASK; D&R: Depreciation + Aircraft Rent; Opex: Other operating expenses

Despite higher fuel costs, Vueling obtained a positive EBIT of +€11.4m

Performance indicators FY 2011

	FY 2011	FY 2010	YoY change
ASK (m)	14,314	13,569	+5%
Passengers (m)	12.3	11.0	+12%
Load factor (%)	75.6%	73.2%	+2.4pp
RASK (€c)	6.03	5.87	+3%
CASK ex-fuel (€c)	4.18	4.07	+3%

Financial results FY 2011

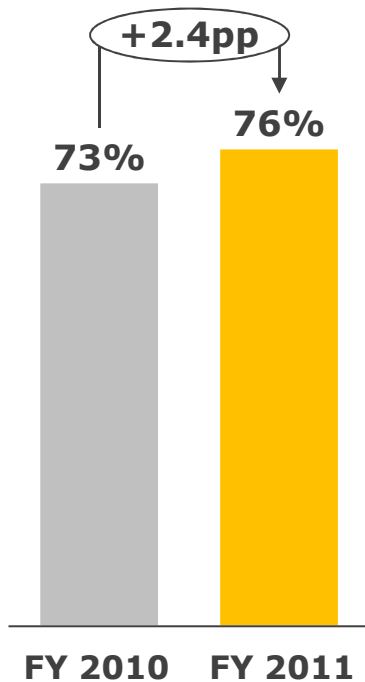
	FY 2011	FY 2010	YoY change
Revenues (€m)	863.5	796.5	+8%
Fuel (€m)	-253.5	-184.0	+38%
Opex (€m)	-485.1	-451.7	+7%
D&R (€m)	-113.4	-100.7	+13%
EBIT (€m)	+11.4	+60.1	-48.7m
Net cash (€m)	246.5	207.0	+39.5m

- Vueling delivered its third consecutive year of positive EBIT result and further strengthened its cash position

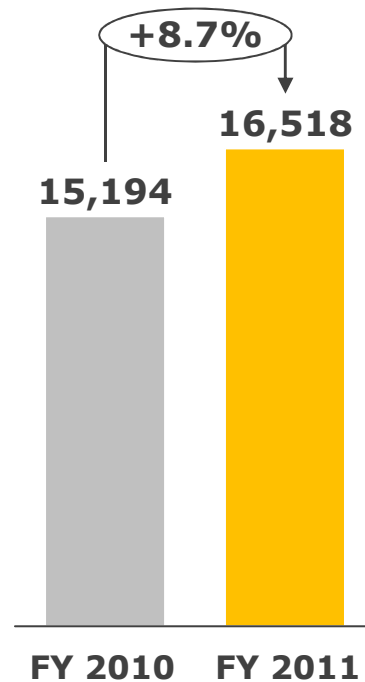
Source: Vueling Note: Load Factor: RPK/ASK; D&R: Depreciation + Aircraft Rent; Opex: Other operating expenses

Vueling achieved a higher load factor whilst managing a significant growth in capacity

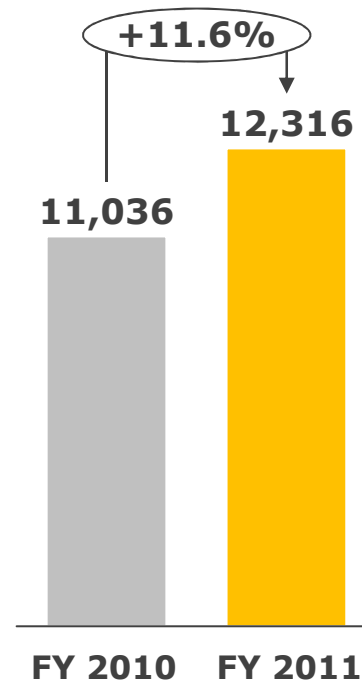
Load factor¹



Seats ('000)



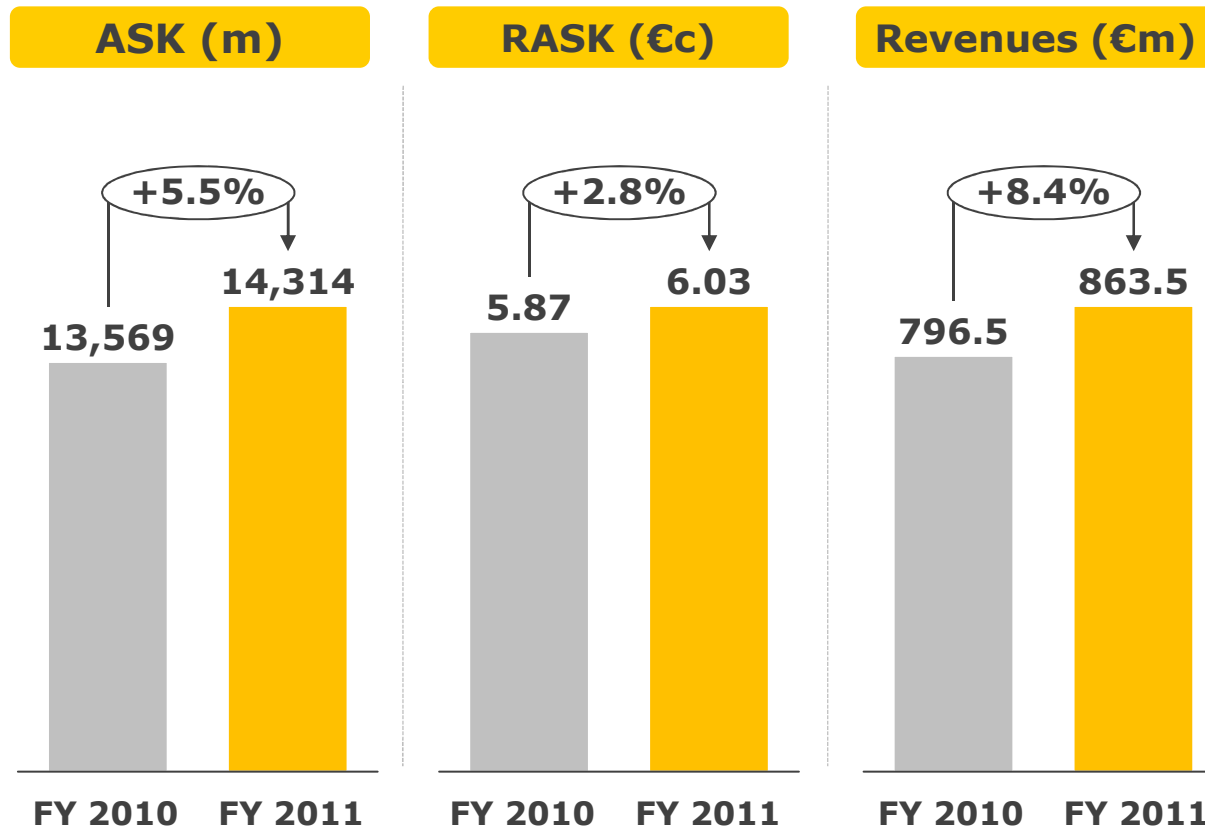
Pax ('000)



- Capacity, measured in seats, grew by 8.7%
- Vueling managed the capacity increase efficiently, improving the load factor by +2.4pp
- Passengers were up by 11.6% to 12.3m

Source: Vueling (1) RPK/ASK

Revenues increased by 8.4% driven by activity growth and RASK improvement

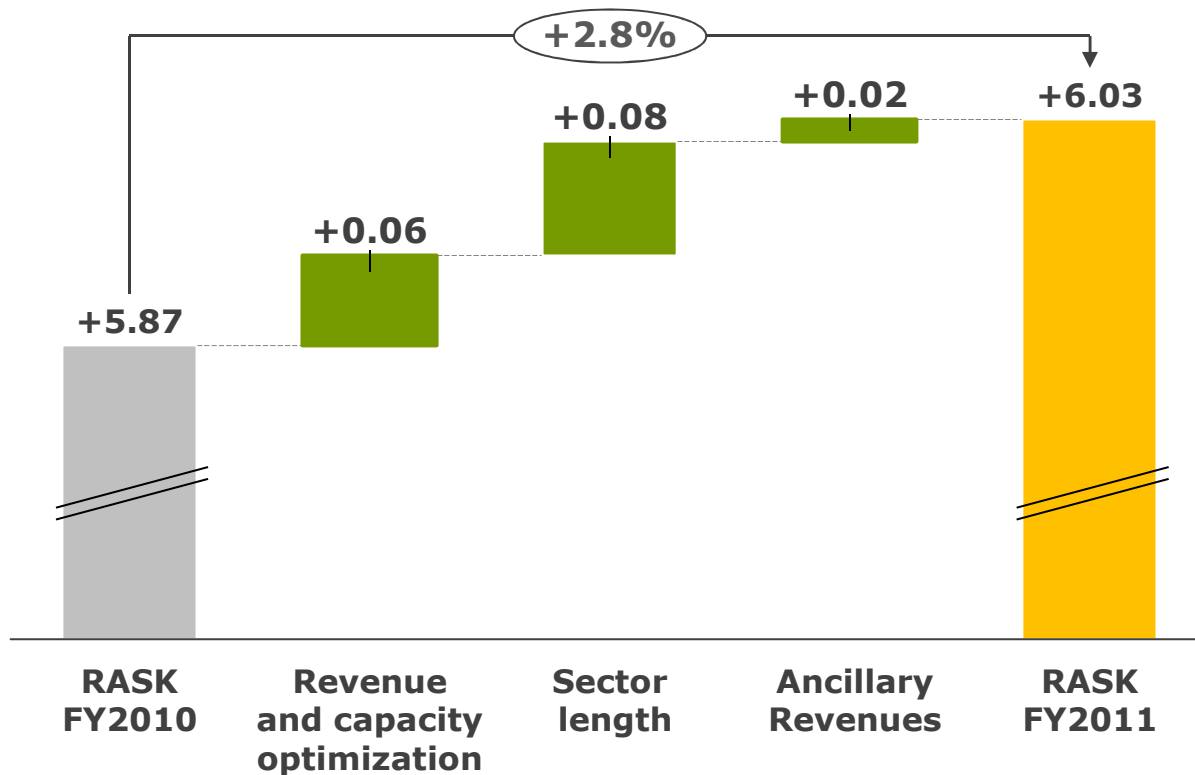


- The activity increased by 5.5% in ASK's while the stage length decreased by 3%
- A higher load factor (+2.4pp) and stable average fares contributed to the RASK improvement
- Total revenues increased by 8.4%

Source: Vueling

RASK improved by 2.8% driven by improved performance and higher load factors

Impact of key factors on RASK (€c)



- New revenue and capacity management initiatives resulted in a positive revenue performance in FY'11
- The higher load factor contributed to the RASK increase in FY'11
- A shorter average sector length had a positive effect on RASK
- Ancillary increase even with a stronger off-line channel

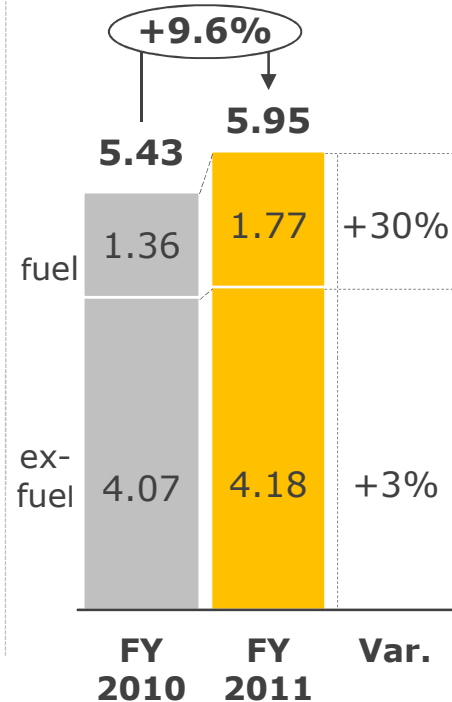
Source: Vueling

CASK ex-fuel was in line with 2010 at a comparable stage length

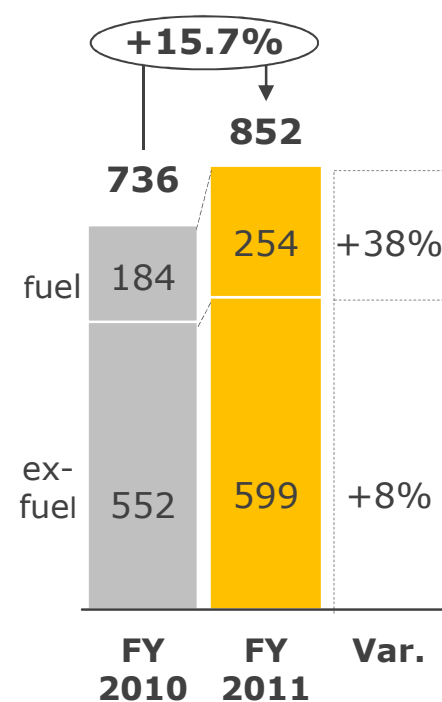
ASK (m)



CASK (€c.)



Costs (€m)

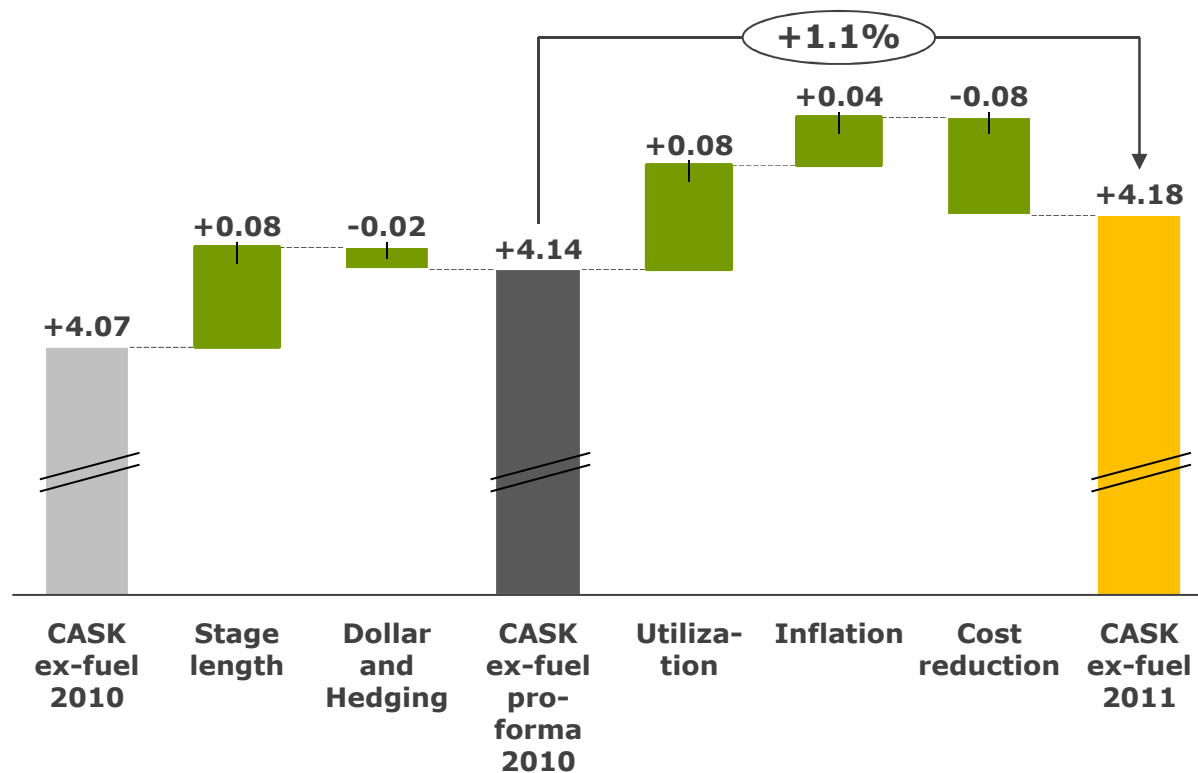


- Total CASK was 9.6% higher due to a 30% increase in fuel-CASK
- CASK ex-fuel increased by 3% (1.1% at a constant currency and stage length)
- The fuel-CASK increase was partially offset by hedging

Source: Vueling

Vueling maintained its ex-fuel CASK level on a pro-forma basis

Impact of key factors on CASK ex-fuel (€c)

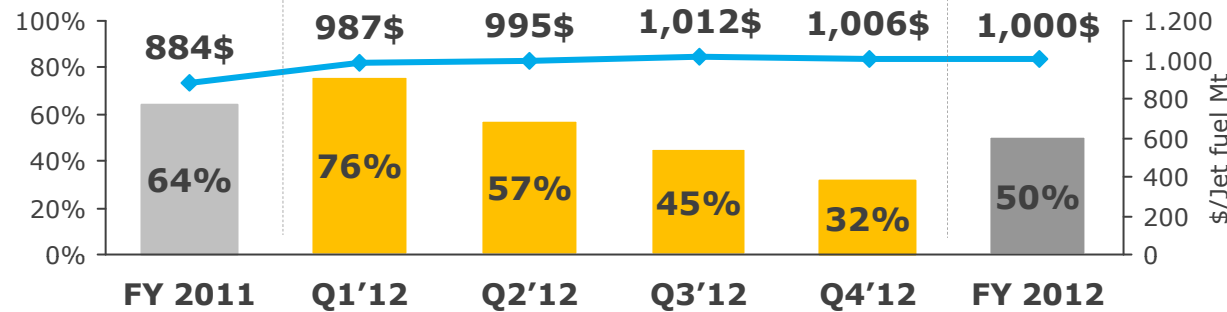


- While pro-forma ex-fuel CASK increased by 1.1% due to lower aircraft utilization and inflation...
- ... it was mitigated by the Vueling's continuous cost reduction programme

Source: Vueling

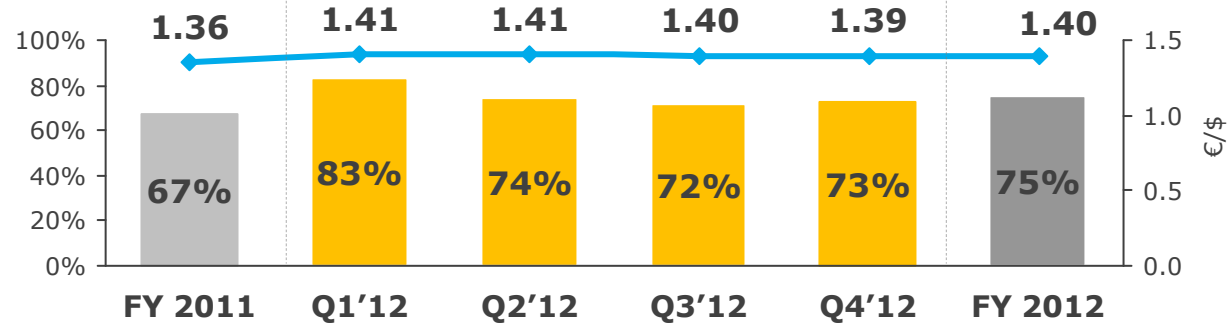
The hedging policy continued to mitigate the fuel price increase

Fuel hedging



- 50% of the fuel needs for 2012 are hedged at an average price of \$1,000 per tonne
- 75% of the dollar needs for 2012 are hedged at 1.40\$/€

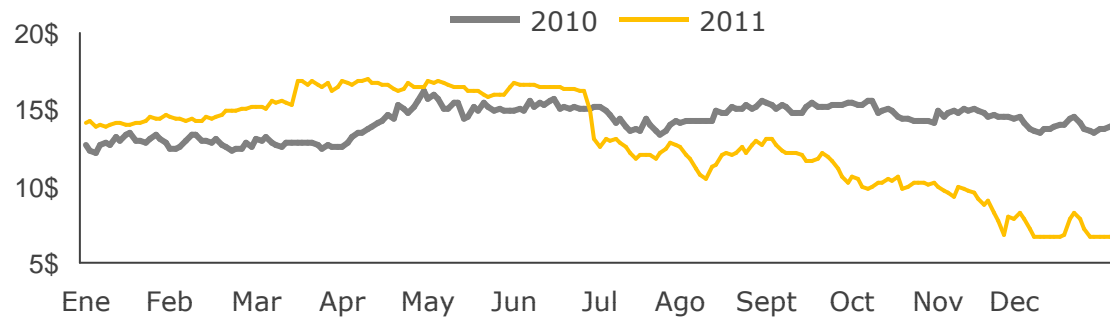
Dollar hedging



Source: Vueling

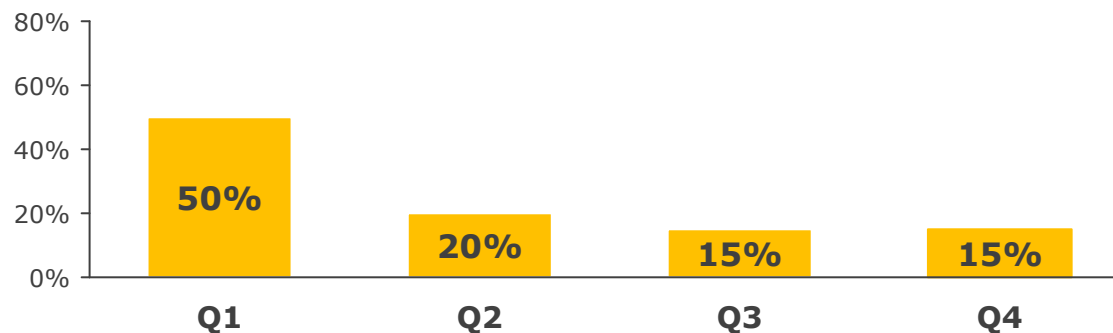
Vueling implemented a purchasing policy to manage the cost of CO₂ emissions rights

CO₂ price evolution (€/mt)



- 50% of the annual CO₂ needs have been purchased in Q1'12
- The cost of CO₂ emissions is estimated around 0.03 €c. per ASK (assuming a price of 7.6€/tonne)

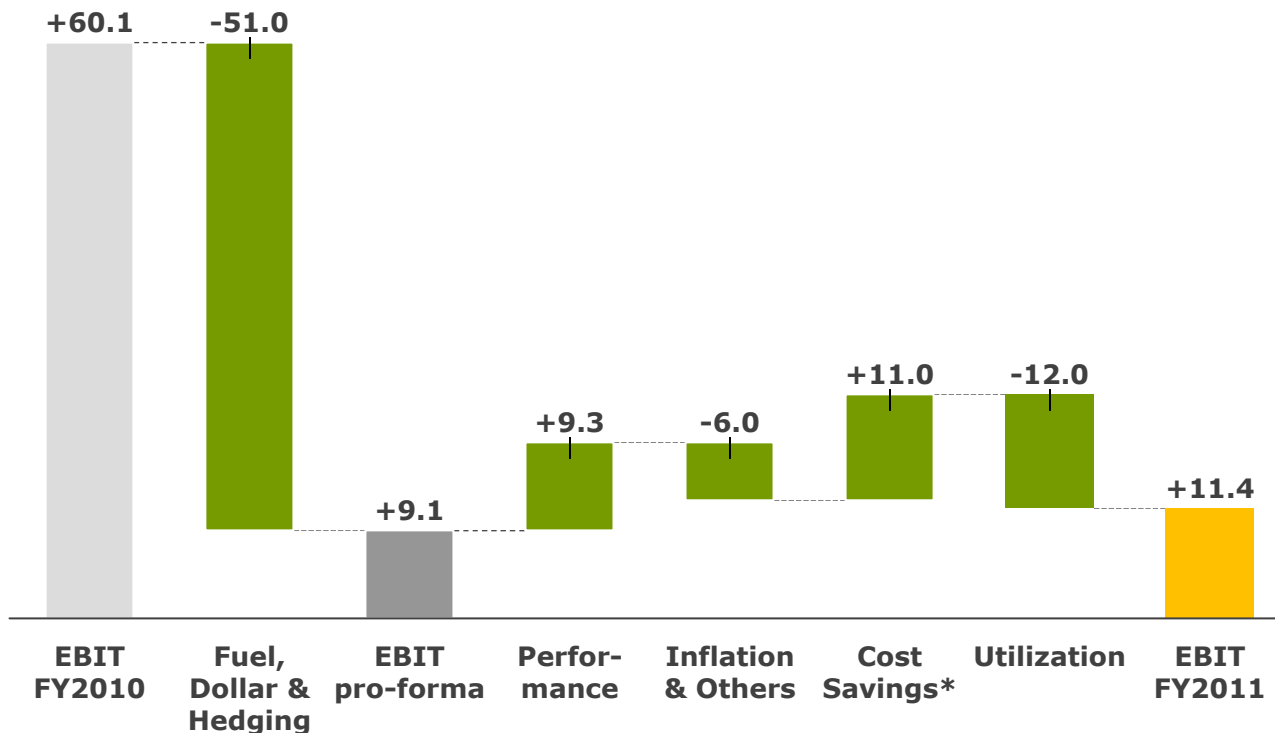
Annual CO₂ purchasing policy



Source: Vueling

Vueling delivered its third consecutive year of positive EBIT result

Impact of key factors EBIT (€m)



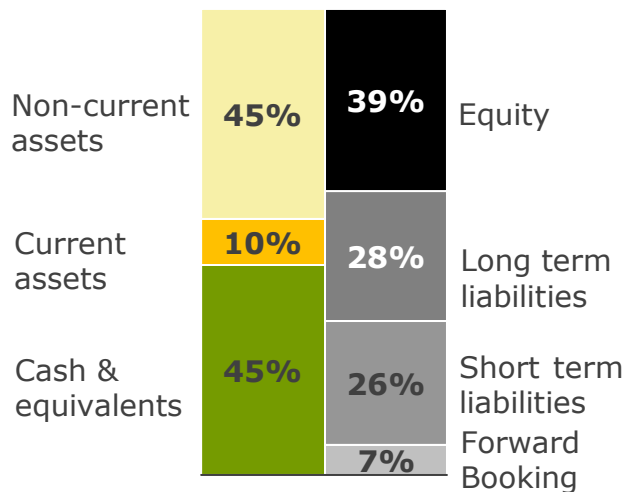
- Fuel cost increase is the main driver affecting 2011 EBIT
- Positive revenue / capacity performance and the cost savings achieved offset lower a/c utilization
- EBIT was positive for the third consecutive year

Source: Vueling *Cost savings ex-fuel.

Vueling continued to strengthen its balance sheet, maintaining a solid cash position

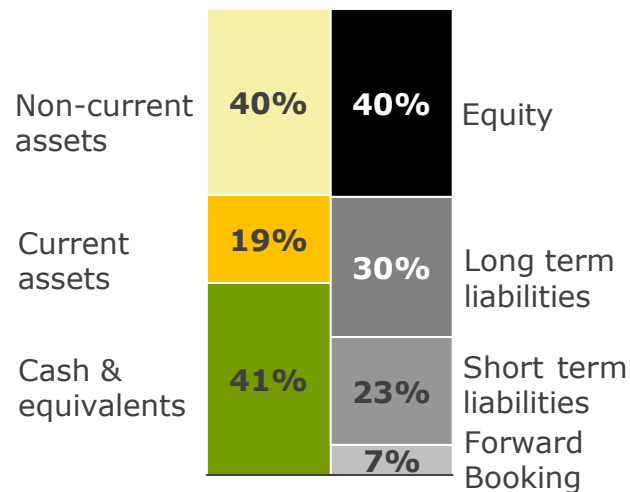
Balance Sheet Year End 2010

Σ €511m

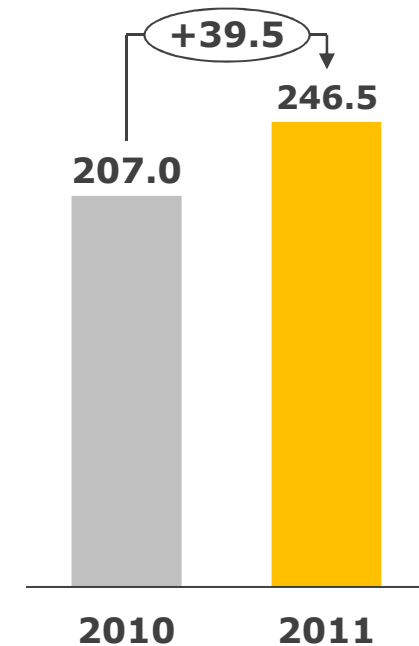


Balance Sheet Year End 2011

Σ €600m



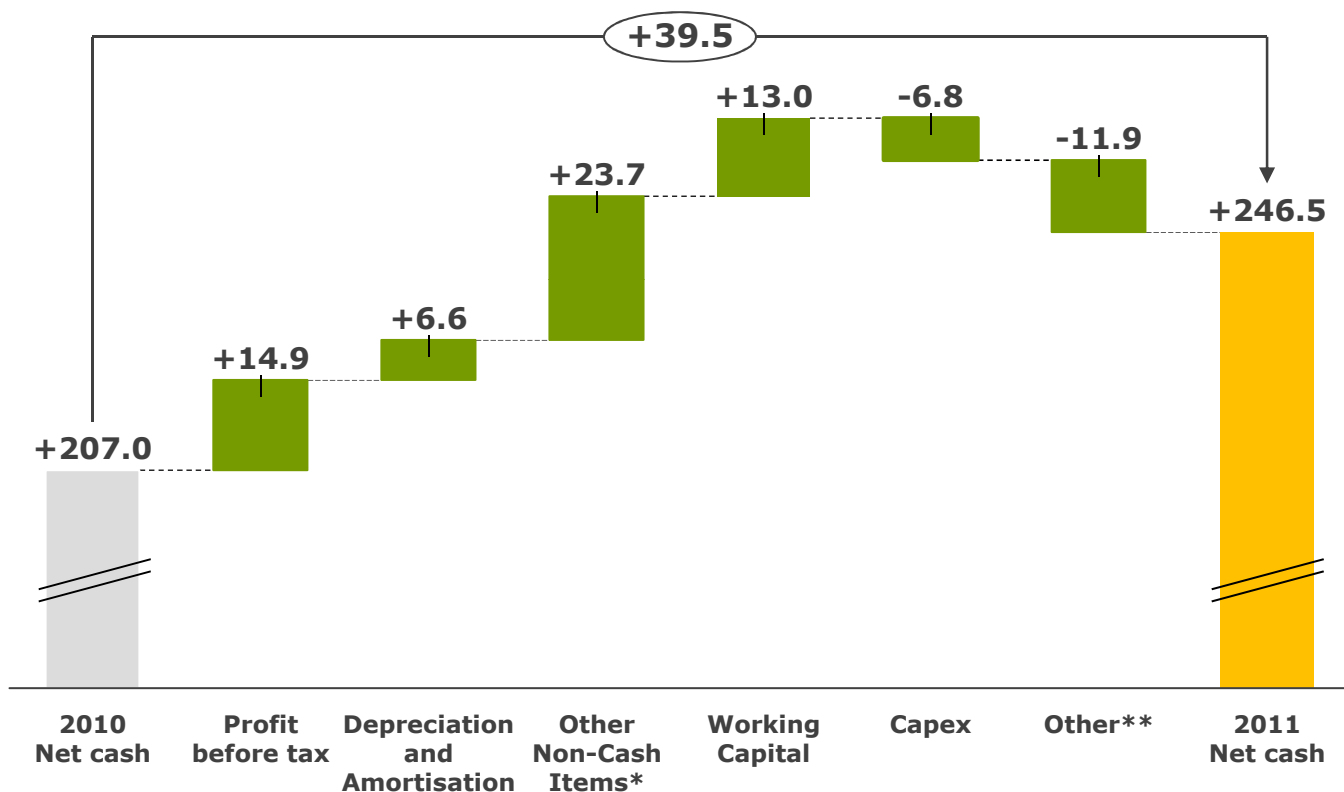
Net cash (€m)



Source: Vueling

Vueling kept generating a positive cash flow above the operating profit

Impact of key factors on Cash Flow (€m)



- The positive working capital contributed to strengthen net cash by €13m
- 2011 CAPEX was limited to €6.8m

Source: Vueling. *Other non-cash items: Expense provisions, accruals and other. **Other includes fleet-related deposits and guarantees.

C

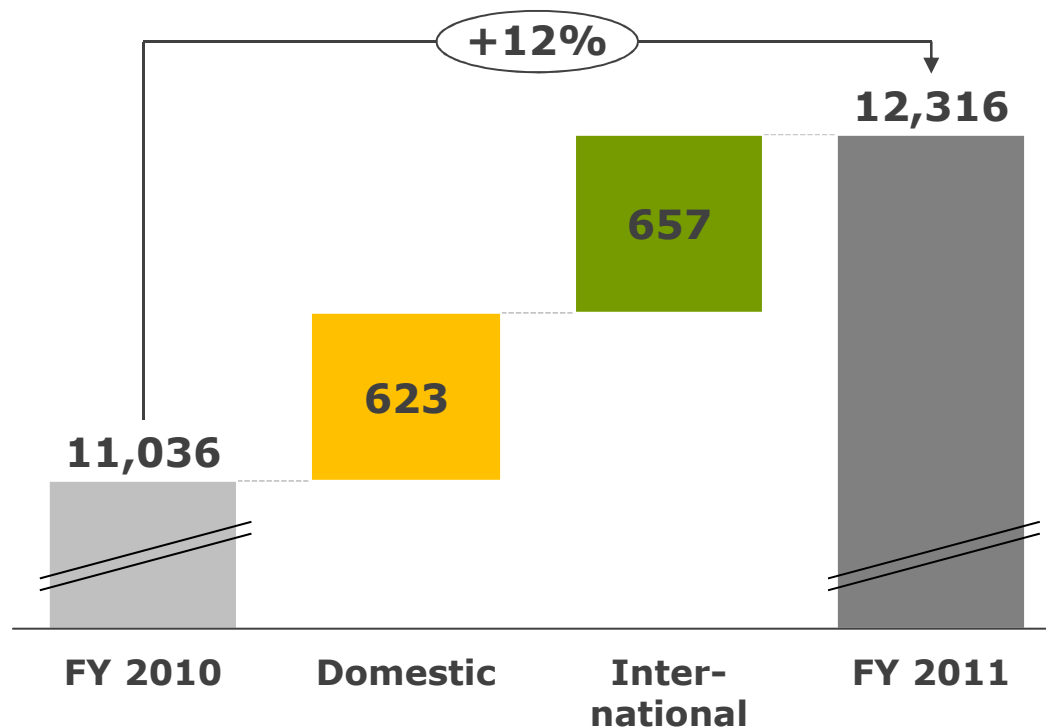
Business Review



1. Growth
2. Transfer passengers
3. Madrid operation
4. Operating performance
5. Cost control

Vueling showed a strong passenger growth in both domestic and international markets

Passengers in FY2011 ('000)

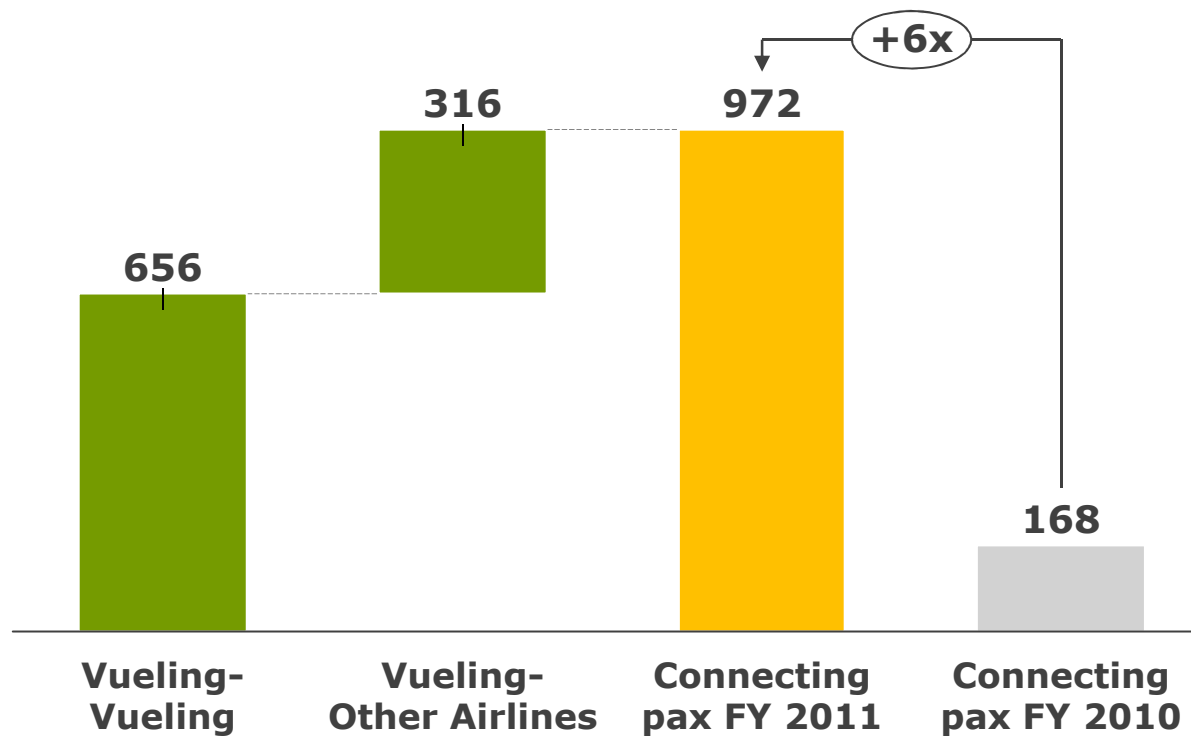


- Vueling achieved a new record of carried passengers in 2011
- New bases in Toulouse and Amsterdam contributed to the international growth
- 8 new international routes from Barcelona airport
- Madrid operation with Iberia also contributed to traffic growth

Source: Vueling

Vueling carried one million full-service transfer passengers during 2011

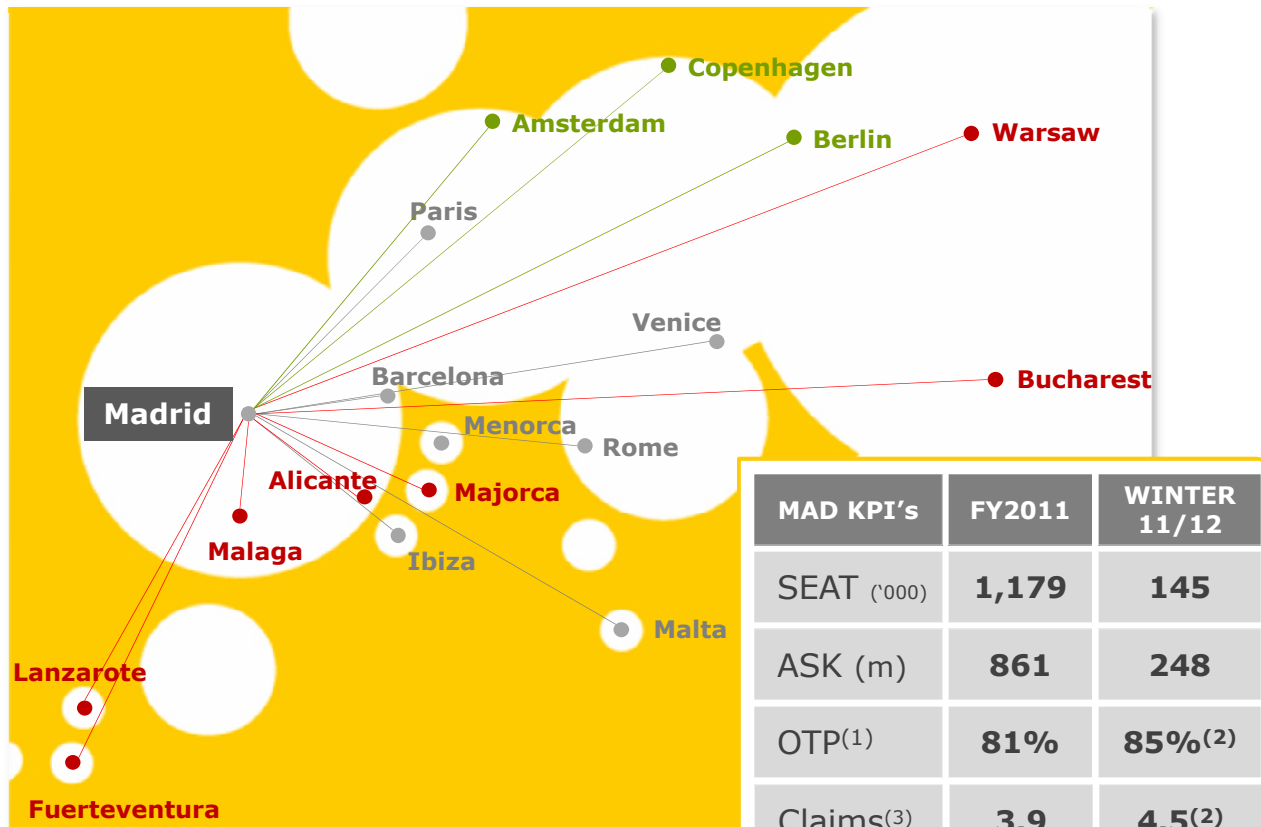
Transfer passengers FY2011 ('000 pax)



- Vueling carried 972K transfer passengers in 2011
- The number of transfer passengers in Barcelona was 4 times higher than previous year
- Vueling-Other Airlines transfer model is proven to be successful, offering significant growth opportunities

Source: Vueling

Vueling has proven that it can be a profitable hub-feeder



Winter season routes Iberia operation

Non Iberia operation routes

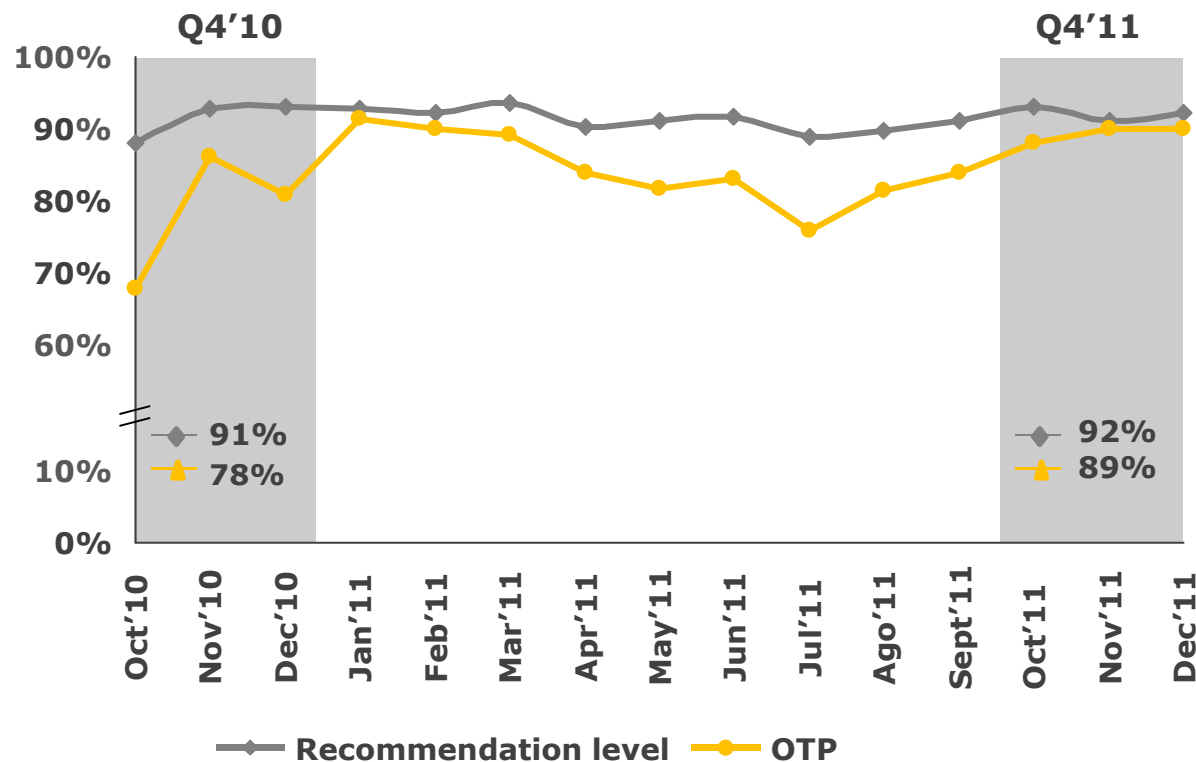
Summer season routes Iberia operation

(1) On time performance
 (2) Accumulated to December'11
 (3) Claims per 1,000 passengers

- The Madrid operation is showing a good overall performance
- The operation will end on 30th March, 2012
- Capacity equivalent to 2 aircraft in winter'11/12
- Positive RASK contribution
- The number of customer claims is in line with Vueling's network average

Excellent execution: consistently high On-Time-Performance and passenger recommendation levels

**OTP and passenger recommendation levels
Q4'10 vs. Q4'11**

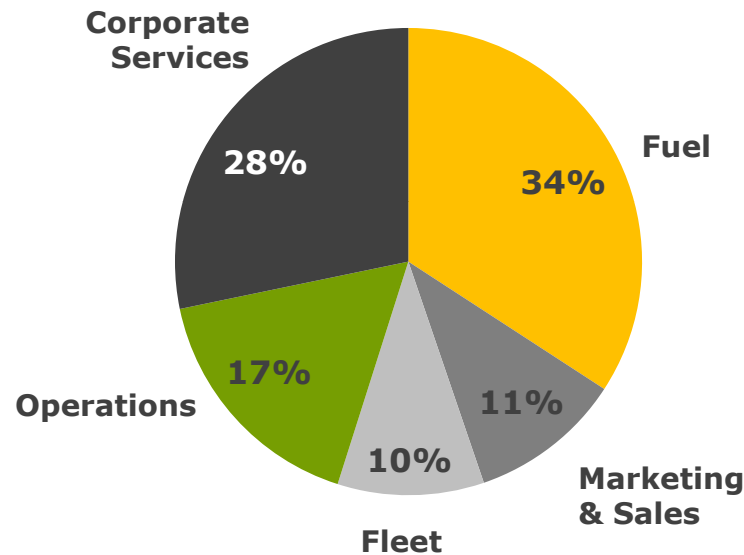
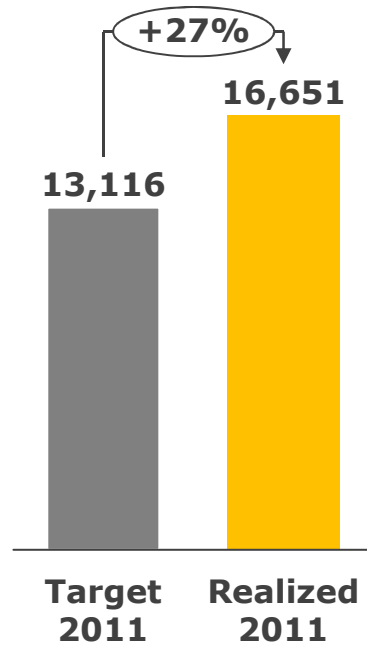


- For the full year 2011, OTP was 85% in 2011, 11pp higher compared to 2010, when it was at 74%
- Recommendation level was at 92% in Q4'11
- "9 out of 10 business passengers recommend Vueling"⁽¹⁾

(1) Source: Market surveys conducted by independent third parties.

Vueling obtained a further structural cost reduction of €16.7m in 2011

Cost savings realized in 2011 (€ '000)



- Most cost savings are sustainable and will be maintained
- 88 initiatives achieved €16,651K savings

Source: Vueling

D. Outlook

1. Key goals 2012
2. Outlook 2012



Key goals 2012

KEY GOALS
2012

Goals

1.

Growth:

Taking advantage of new growth opportunities

2.

Cost reduction:

Cost reduction program

3.

Revenue:

New initiatives for revenue optimization

4.

New airline agreements:

More interline agreements with other carriers

Targets

- +(20-25)% seats
- Increased network connectivity

- €14.2m savings target
- Maintain CASK ex-fuel

- New Skies, more business pax, offline channels

- 2 to 4 new agreements

1. Growth

New market conditions offer a good opportunity to further strengthen Vueling's growth

FY 2012 Seats growth estimates (millions)

	FY'2011	FY'2012 Estimates
Domestic	7.6	+(28-33)%
International	7.7	+(30-35)%
Madrid op.	1.2	N.A.
TOTAL	16.5	+(20-25)%

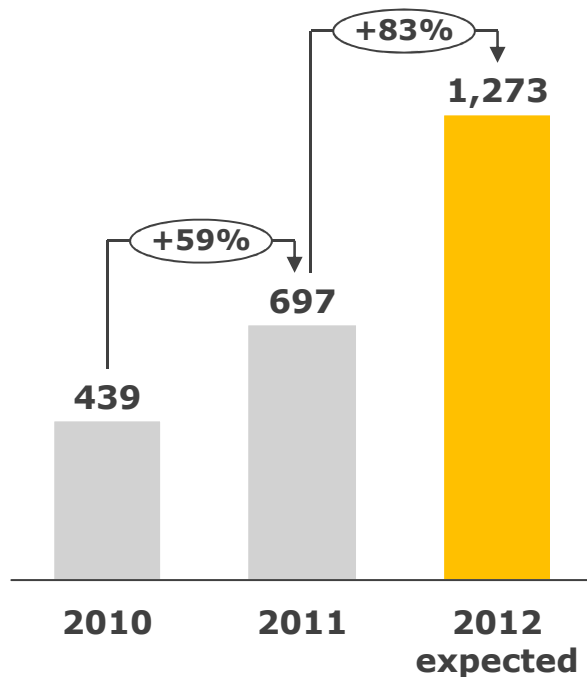
- Domestic growth to capture new unattended demand
- Increased frequencies and new routes to capture additional business and transfer passengers
- Current non-domestic markets to be reinforced (France, Italy and Russia)
- International expansion in new markets (UK, Germany, Denmark and Scandinavia)
- Additional summer peak destinations

Source: Vueling

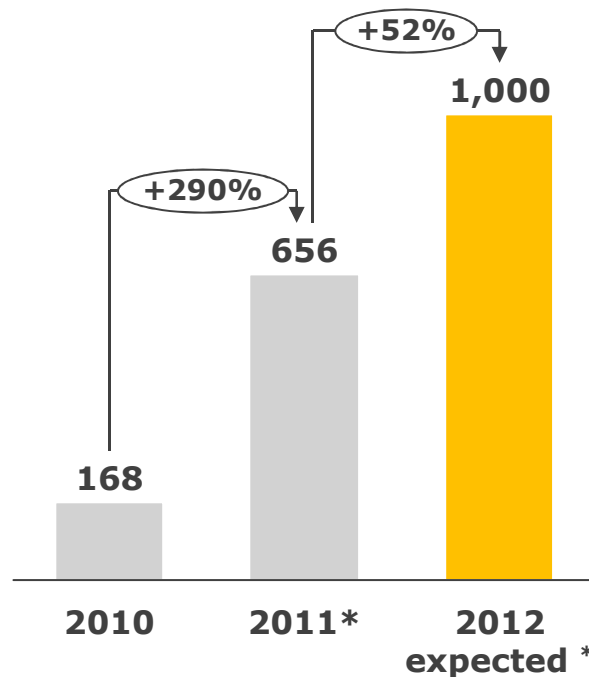
1. Growth

Vueling continues increasing the number of transfer passengers

Vueling O&D Markets⁽¹⁾



Transfer Pax ('000)



- 24 new destinations will be offered in 2012, allowing for further connectivity
- Vueling will offer more than 1,200 possible origin & destination combinations
- Vueling aims to continue increasing the number of transfer pax in 2012

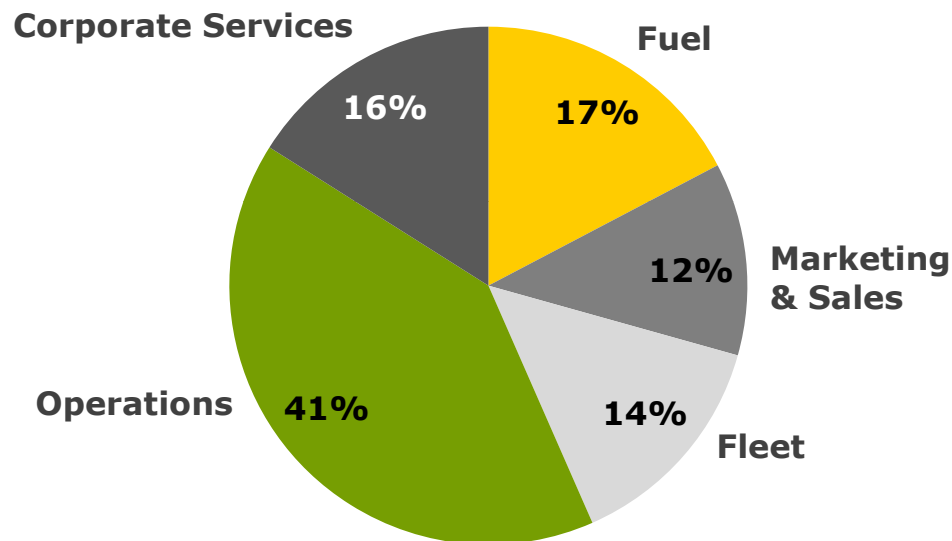
Source: Vueling (1) Number of available connecting O&D routes * excluding Vueling - Iberia transfer passengers

2. Cost reduction

KEY GOALS
2012

The 2012 cost reduction program targets savings of €14.2 million

Additional cost savings target: €14.2m



- Vueling will continue reducing its structural costs in 2012
- More than 100 cost saving initiatives company wide already in progress
- Focused on corporate agility and lean management organization processes
- Reduce time to market

Source: Vueling

3. Revenue

KEY GOALS
2012

Vueling will set up new initiatives to increase revenues during 2012

Revenue management

- **New fare classes will be introduced to enhance product and service differentiation**
- **Revenue management of ancillaries and new products to be introduced**

Interline agreements

- **New interline agreements are expected in 2012**
 - Access to higher yield passengers
 - Increased traffic volumes

Indirect channel sales

- **Increased focus on tour operation and group travel business**
- **Stronger relationship with key travel agencies**
- **Business passenger growth**

Advanced CRM and direct channel sales

- **More customized web experience and usability**
- **Improved website design**
- **More online products**

4. New airline agreements

Vueling will reach new interline agreements during 2012



Source: Vueling

- Vueling has shown its ability to successfully undertake interline agreements with other airlines
- Additional passengers at higher fares and minimum additional cost
- 2 to 4 new agreements to be completed in 2012
- Main priority initially within oneWorld partners and unaligned carriers
- IOSA quality certificate to be achieved in Summer'12

Risks

- Continued weak Spanish domestic demand
- Long term sustained high fuel prices

Outlook

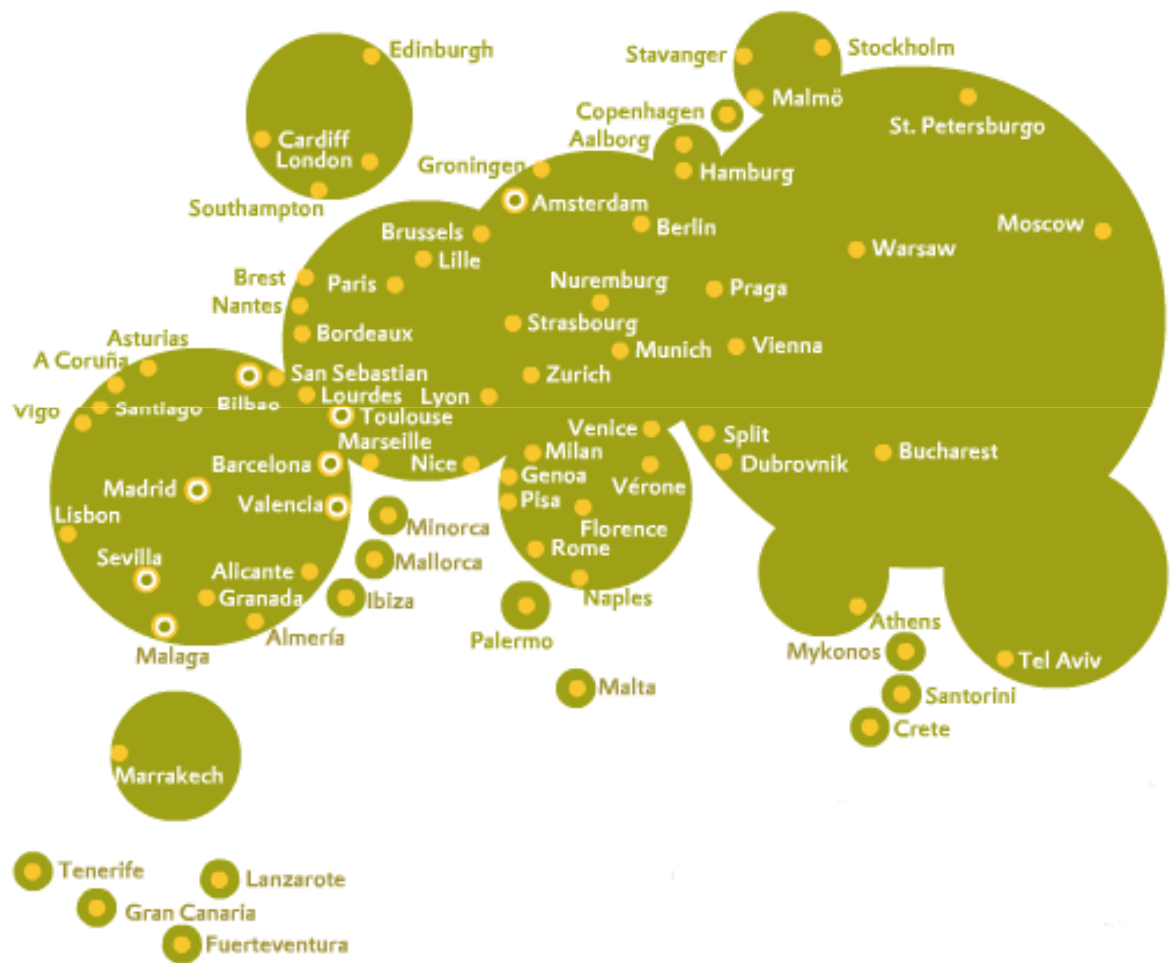
- Expected FY2012 annual growth of +(20-25)% in seats
- FY2012 RASK improvement
- Ex-fuel CASK similar to 2011 at comparable stage length
- New agreements with other airlines

Opportunities

- Improved leadership and market share position in Barcelona
- Additional industry consolidation
- European market continues to grow

Vueling Cities for Summer 2012

ROUTES
MAP



○ Bases
● Destinations

**Stop flying,
start vueling**

Vueling Airlines SA
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Internet: www.vueling.com/investors

Resultados 2011

Vueling alcanza un beneficio de 10,4 millones de euros en 2011, a pesar del incremento del precio del combustible

La compañía aumentó sus ingresos un 8,4%, alcanzando una cifra de facturación de 863 millones de euros. El resultado operativo (EBIT) ascendió a 11,4 millones de euros.

Hechos destacables

Vueling ha alcanzado un beneficio neto de 10,4 millones de euros en el ejercicio 2011. A pesar del aumento del precio del fuel, que se ha incrementado en un 40%, Vueling ha logrado un resultado neto positivo por tercer año consecutivo.

La compañía ha aumentado el número de pasajeros transportados un 11,6% respecto al año anterior. Así, la aerolínea ha transportado 12,3 millones de pasajeros en 2011. Vueling ha conseguido aumentar sus niveles de actividad mejorando el factor de ocupación de los vuelos en 2,4pp respecto al año anterior hasta alcanzar el 75,6%. Este aumento de la actividad se apoya tanto en las nuevas bases internacionales de Toulouse y Amsterdam, como en la operativa del aeropuerto de Madrid que permite a Vueling alimentar los vuelos de largo radio de Iberia además de ampliar su operativa punto a punto. Estas cifras de tráfico han permitido a Vueling consolidar su liderazgo en el aeropuerto de Barcelona el Prat y Bilbao con una cuota del 23% en ambos aeropuertos.

La cifra de facturación alcanzada por Vueling es de 863,5 millones de euros. Esto supone un incremento del 8,4% respecto al 2010. Este aumento de ingresos se produce gracias a la mejora del ingreso unitario sumado a la mayor capacidad operada en 2011. Así, el ingreso por asiento kilómetro ofertado (AKO) ha aumentado un 2,8% respecto al año anterior, situándose en 6,03c€.

Los costes de combustible se han incrementado un 38% a causa del aumento del precio del petróleo (+40%). El precio del barril de Brent ha alcanzado un precio medio de 112,1 dólares por barril, un 40,3% más que el año anterior, cuando el precio era de 79,9 dólares por barril. La política de coberturas de la compañía ha permitido reducir este incremento de los costes de combustible de manera que el coste unitario de fuel por asiento kilómetro ofertado ha experimentado un aumento del 30,6%, menor que el 40,3% de aumento en el precio del petróleo. En cuanto al resto de costes, han crecido en línea con el incremento de actividad de manera que el coste unitario excluyendo el fuel por asiento kilómetro ofertado se sitúa en 4,18c€.

Vueling ha reforzado su sólida estructura financiera y ha aumentado la caja disponible durante 2011. La posición de caja neta de Vueling es de 246,5 millones de euros a 31 de diciembre de 2011, 39,5 millones más que en 2010. Así, la compañía sigue contando con una sólida situación financiera y sin endeudamiento financiero.

Tabla resumen de resultados

	Cuarto trimestre			Enero-diciembre		
	2011	2010	var%	2011	2010	var%
AKOs (millones)	3.131	3.103	0,9%	14.314	13.569	5,5%
Ingresos totales (miles de euros)	176.054	167.044	5,4%	863.456	796.514	8,4%
Gastos totales (miles de euros)	194.448	174.512	11,4%	852.059	736.428	15,7%
Fuel	57.806	45.245	27,8%	253.531	184.046	37,8%
EBITDAR (miles de euros)	10.785	17.858	-39,6%	124.836	160.760	-22,3%
EBIT	-18.394	-7.468	-146,3%	11.397	60.087	-81,0%
EBT	-15.693	-6.348	-147,2%	14.861	65.707	-77,4%
Resultado neto	-11.005	-4.444	-147,7%	10.383	45.995	-77,4%

Según normas contables de aplicación en España. No auditado

Situación del mercado

El mercado español¹ ha crecido un 6% en número de pasajeros durante el 2011. Este crecimiento viene impulsado por la evolución positiva del mercado España-Europa (+9%), mientras que el mercado nacional España-España se ha estancado (+0%).

Por otro lado, en el 2011 Vueling se ha visto afectada por el **fuerte aumento del precio del petróleo**. El precio del barril de Brent ha alcanzado un precio medio este año de 112,1 dólares, un 40,3% más que en el año anterior cuando el precio era de 79,9 dólares por barril. En este mismo periodo el dólar se ha depreciado un 4,7% con respecto al euro.

Evolución de tráfico

A lo largo de 2011, Vueling ha consolidado el proceso de crecimiento sólido y rentable.

La compañía ha transportado 12.315.721 pasajeros, el mayor número de pasajeros desde su fundación. Este crecimiento ha sido posible gracias a un aumento en el número de vuelos del 9,2% y a un incremento en el número medio de aviones operados, que ha pasado de 36 en 2010 a 48 aviones en 2011. Todo este crecimiento se ha producido de manera rentable y sostenible, alcanzando un resultado neto de 10,4 millones de beneficio.

Vueling ha consolidado su posición de **liderazgo en el aeropuerto de Barcelona El Prat** y en el aeropuerto de **Bilbao** con un 23% de cuota de pasajeros en ambos aeropuertos. Además, Vueling ha continuado aumentando su presencia en aeropuertos internacionales como París Orly, Toulouse y Roma Fiumicino.

Durante 2011 Vueling ha ampliado su oferta de vuelos de conexión en el aeropuerto de Barcelona. Adicionalmente, Vueling ha realizado conexiones para vuelos de Iberia en el aeropuerto de Madrid Barajas desde el segundo trimestre de 2011. Así, la compañía ha transportando más de 970.000 pasajeros de conexión desde enero 2011, 6 veces más que en 2010.

¹ Incluye el mercado España-España y el mercado España-Europa. Fuente AENA.

Las principales magnitudes de tráfico han sido las siguientes:

	Enero-diciembre		
	2011	2010	var%
Asientos volados	16.518	15.194	8,7%
Pasajeros	12.316	11.036	11,6%
Nº de despegues	92.243	84.435	9,2%
Aviones (media)	44	36	23,0%
Nivel de ocupación	75,6%	73,2%	2,4pp

Núm. aviones Aviones medios disponibles durante el periodo
 Nivel de ocupación PKT/AKO

Ingresos

Vueling ha alcanzado una cifra total de ingresos de 863,4 millones de euros en 2011. Esta cifra supone un aumento del 8,4% respecto al mismo periodo del año anterior. Este aumento de ingresos se debe tanto a la mejora del ingreso unitario como al aumento de actividad que se ha producido en el 2011.

En cuanto a la actividad, **la compañía ha incrementado en 5,5% el número de asientos kilómetro ofertados (AKO)**. Este crecimiento se ha producido con una mejora de **2,4 pp** en el factor de ocupación, que ha alcanzado el **75,6%**.

El ingreso unitario por asiento kilómetro ofertado ha incrementado un 2,8% durante 2011. Este incremento se debe a la implantación de medidas de optimización de ingresos, una menor etapa y a la mencionada mejora en el factor de ocupación.

Tanto los ingresos por transporte como los complementarios han aumentado respecto a los registrados en el año anterior. Así, los ingresos por tarifa han experimentado un aumento del 8,9% respecto al año anterior, mientras que los ingresos accesorios se han incrementado un 4,3%. No ha habido grandes variaciones en la distribución por tipología de ingreso. Así, el peso de los ingresos por tarifa ha sido de 89% (vs. 88% del año anterior) y el de los ingresos accesorios ha sido del 11% (vs. 12% del año anterior).

Costes

Los costes totales se han incrementado un 15,7% respecto año 2010. **El principal incremento se ha producido en los gastos de combustible que se incrementan en un 37,7%**. El resto de costes (ex-fuel) aumenta un 8,4%, como consecuencia del aumento de actividad experimentado por la compañía (+9,2% de vuelos).

El aumento del precio del fuel ha sido muy significativo durante 2011. Así, el precio medio del jet fuel en 2011 ha sido de 1.020\$/Tm, mientras que en el mismo periodo de 2010 fue de 722\$/Tm, lo que representa un incremento del 41,3%. Este aumento ha tenido un efecto importante en la base de costes de Vueling a pesar de que la política de coberturas llevada cabo por la compañía ha ayudado a suavizar este incremento de precio. Así, los costes unitarios por asiento kilómetro ofertado (AKO) de fuel han aumentado un 30,6% en el 2011 respecto al año anterior.

El resto de costes ha crecido alineado con el aumento de actividad de la compañía. De esta manera, el coste unitario por asiento kilómetro ofertado excluyendo el fuel (CAKO ex-fuel) se ha situado en 4,18c€ lo que supone un incremento del 2,7% respecto al año anterior (un 1.1% a tipo de cambio y etapa media constante).

El programa de reducción de costes implementado por la compañía ha permitido ahorrar 16,7 millones de euros durante 2011, un 27% más de la cifra prevista a principio de año.

Modelo de negocio

Durante el 2011, **Vueling ha experimentado un significativo aumento de pasajeros del 11,6%**. Este crecimiento se ha producido tanto a través de un incremento del tráfico internacional como del tráfico doméstico. A nivel internacional, las bases de Ámsterdam y Toulouse han contribuido a este incremento. A nivel doméstico, la operativa de Madrid, basada en el acuerdo con Iberia, ha sido el principal motivo de este aumento.

Durante el 2011, **Vueling ha seguido aumentando el número de pasajeros en conexión** transportados hasta alcanzar una cifra de 972.000 pasajeros de conexión, aproximadamente seis veces más que en el año 2010. Este aumento de pasajeros en conexión proviene tanto de los vuelos en conexión Vueling-Vueling en Barcelona como los vuelos en conexión con otras aerolíneas tanto en Madrid como en Barcelona. Así, Vueling ha aumentado cuatro veces el número de pasajeros en conexión desde su hub de Barcelona respecto al año anterior.

La operación llevada a cabo por Vueling en Madrid que le permite operar conexiones para vuelos de Iberia ha funcionado de forma exitosa durante el periodo, con buenos niveles de puntualidad (81%) y de calidad de servicio. Esto ha permitido extender el acuerdo para la temporada de invierno (Noviembre'11-Marzo'12) donde Vueling está operando tres rutas. Esta operación, que concluirá a finales de marzo 2012, ha contribuido de forma positiva a los ingresos unitarios de la compañía y ha demostrado la capacidad de Vueling para alimentar vuelos de largo radio con pasajeros en conexión.

Las operaciones de Vueling han continuado mostrando un alto nivel de ejecución durante 2011. Así, el nivel de puntualidad se ha situado en 85% y el nivel de recomendación se ha situado por encima del 90%.

Perspectivas 2012

Vueling tiene previsto en 2012 seguir aumentando su actividad de forma rentable y seguir consolidando su modelo de negocio. Así, la compañía ha fijado cuatro objetivos claves para 2012:

1. Crecimiento
2. Reducción de costes
3. Optimización de ingresos
4. Nuevos acuerdos Interline con otras aerolíneas



1. **Crecimiento.** Vueling tiene como objetivo aprovechar las oportunidades de crecimiento que le ofrecen las nuevas condiciones de mercado en 2012. Así, Vueling tiene previsto un incremento de su oferta en asientos de entre el (20-25)% respecto a 2011. Además, la compañía espera seguir incrementando el volumen de pasajeros de conexión hasta alcanzar un millón de pasajeros conectados a través del aeropuerto de Barcelona El Prat.
2. **Reducción de costes.** Vueling continuará con la reducción de costes estructurales durante 2012 esperando obtener un ahorro de 14,2 millones de euros con la implementación de un programa de reducción de costes.
3. **Optimización de ingresos.** En 2012 Vueling implementará una serie de iniciativas para mejorar sus ingresos. Estas iniciativas se engloban en 4 áreas: optimización de la gestión de ingresos, nuevos acuerdos Interline, fortalecimiento del canal de ventas indirecto y nuevas iniciativas de CRM.
4. **Nuevos acuerdos con otras aerolíneas.** Vueling ya ha demostrado su capacidad de operar vuelos de conexión para otras aerolíneas de forma rentable. Durante 2012 la previsión es cerrar entre 2 y 4 nuevos acuerdos con otras aerolíneas.

Cuenta trimestral de pérdidas y ganancias

Cuarto trimestre

(€, miles)	2011	2010	var%
Ingreso por tarifa	155.709	144.469	7,8%
Ingresos accesorios y otros	20.344	22.574	-9,9%
Total ingresos	176.054	167.044	5,4%
Fuel	57.806	45.245	27,8%
Handling	28.759	26.462	8,7%
Tasas aeroportuarias	12.445	11.363	9,5%
Tasas de navegación	14.019	14.631	-4,2%
Tripulación	4.588	4.371	5,0%
Mantenimiento	14.813	12.520	18,3%
Comercial y marketing	7.768	8.662	-10,3%
Otros gastos	136	797	-83,0%
Total costes variables	140.334	124.052	13,1%
Margen de contribución	35.720	42.992	-16,9%
Tripulación_SF	9.798	11.146	-12,1%
Mantenimiento_SF	2.283	1.664	37,2%
Seguros de flota	896	647	38,4%
Arrendamiento de flota	27.374	23.745	15,3%
Otros costes de producción	2.391	2.198	8,8%
Total costes semifijos	42.742	39.401	8,5%
Margen operativo	-7.022	3.591	-295,5%
Publicidad	1.476	1.076	37,3%
Amortización	1.805	1.581	14,2%
Gastos generales	8.090	8.402	-3,7%
Total costes fijos	11.372	11.059	2,8%
EBIT	-18.394	-7.468	-146,3%
Resultado financiero	-2.701	-1.120	-141,3%
Resultado de los subarriendos	0	0	
Gastos Reestructuración	0	0	
EBT	-15.693	-6.348	-147,2%
Impuestos	-4.687	-1.904	-146,1%
Resultado neto	-11.005	-4.444	-147,7%
EBITDAR	10.785	17.858	-39,6%

Las cifras presentadas han sido preparadas bajo los principios contables establecidos por el Nuevo Plan General de Contabilidad vigente en España. Las cifras no están auditadas.
 AKOs calculados de acuerdo a la great-circle distance /EBITDAR: resultado antes de impuestos, costes de reestructuración, intereses, depreciación, amortización y alquileres / EBIT: Ball, resultado antes de impuestos, costes de reestructuración e intereses / EBT: resultado antes de impuestos

Cuenta anual de pérdidas y ganancias

	Enero - Diciembre		
	2011	2010	var%
(€, miles)			
Ingreso por tarifa	766.042	703.152	8,9%
Ingresos accesorios y otros	97.414	93.363	4,3%
Total ingresos	863.456	796.514	8,4%
Fuel	253.531	184.046	37,8%
Handling	127.809	115.908	10,3%
Tasas aeroportuarias	58.340	52.804	10,5%
Tasas de navegación	65.236	62.528	4,3%
Tripulación	21.339	16.751	27,4%
Mantenimiento	76.106	70.648	7,7%
Comercial y marketing	30.088	32.302	-6,9%
Otros gastos	6.100	3.353	81,9%
Total costes variables	638.550	538.340	18,6%
Margen de contribución	224.906	258.175	-12,9%
Tripulación_SF	40.405	40.903	-1,2%
Mantenimiento_SF	8.053	5.856	37,5%
Seguros de flota	3.719	3.498	6,3%
Arrendamiento de flota	106.796	94.682	12,8%
Otros costes de producción	8.786	7.384	19,0%
Total costes semifijos	167.758	152.324	10,1%
Margen operativo	57.148	105.851	-46,0%
Publicidad	6.902	7.000	-1,4%
Amortización	6.644	5.990	10,9%
Gastos generales	32.205	32.773	-1,7%
Total costes fijos	45.751	45.764	0,0%
EBIT	11.397	60.087	-81,0%
Resultado financiero	-3.464	-5.621	-38,4%
Resultado de los subarriendos	0	0	
Gastos Reestructuración	0	0	
EBT	14.861	65.707	-77,4%
Impuestos	4.479	19.712	-77,3%
Resultado neto	10.383	45.995	-77,4%
EBITDAR	124.836	160.760	-22,3%

Las cifras presentadas han sido preparadas bajo los principios contables establecidos por el Nuevo Plan General de Contabilidad vigente en España. Las cifras no están auditadas.
 AKOs calculados de acuerdo a la great-circle distance /EBITDAR: resultado antes de impuestos, intereses, depreciación, amortización y alquileres / EBIT: resultado antes de impuestos e intereses / EBT: resultado antes de impuestos

Indicadores operativos y financieros trimestrales

	Cuarto trimestre		
	2011	2010	var%
INGRESOS			
Ingresos totales (miles de euros)	176.054	167.044	5,4%
Ingreso total por pasajero (euros)	64,03	67,13	-4,6%
Ingreso por vuelo (euros)	8.617	8.592	0,3%
Tarifa media por pasajero (euros)	56,63	58,06	-2,5%
Ingreso medio accesorio y otros / pasaj. (euros)	7,40	9,07	-18,4%
Ingreso por AKO (céntimos de euro)	5,62	5,38	4,5%
COSTES			
Gastos totales (miles de euros)	194.448	174.512	11,4%
Coste por AKO, incl. fuel (céntimos de euro)	6,21	5,62	10,4%
Coste de fuel por AKO (céntimos de euro)	1,85	1,46	26,6%
Coste por AKO, ex. fuel (céntimos de euro)	4,36	4,17	4,8%
EBITDAR (miles de euros)	10.785	17.858	-39,6%
Margen de EBITDAR (%)	6,1%	10,7%	-4,6pp
EBIT (miles de euros)	-18.394	-7.468	146,3%
Margen de EBIT (%)	-10,4%	-4,5%	-6,0pp
EBT (miles de euros)	-15.693	-6.348	147,2%
Margen de EBT (%)	-8,9%	-3,8%	-5,1pp
Resultado neto (miles de euros)	-11.041	-4.444	148,5%
Margen de resultado neto (%)	-6,3%	-2,7%	-3,6pp
OPERATIVA			
AKOs (millones)	3.131	3.103	0,9%
PKTs (millones)	2.399	2.226	7,7%
Vuelos	20.432	19.441	5,1%
Número medio de aviones operados	48	36	31,1%
Núm. medio de horas bloque por día y avión	7,67	9,78	-21,5%
Número medio de vuelos por día y avión	4,66	5,82	-19,8%
Número total de asientos volados (miles)	3.657	3.499	4,5%
Distancia media volada (km)	856	887	-3,5%
Número total de pasajeros (miles)	2.750	2.488	10,5%
Factor de ocupación (PKT/RPK, %)	76,6%	71,7%	4,9pp

Las cifras presentadas han sido preparadas bajo los principios contables establecidos por el Nuevo Plan General de Contabilidad vigente en España. Las cifras no están auditadas.

AKOs calculados de acuerdo a la great-circle distance /EBITDAR: resultado antes de impuestos, intereses, depreciación, amortización y alquileres / EBIT: resultado antes de impuestos e intereses / EBT: resultado antes de impuestos

Indicadores operativos y financieros anuales

	Enero-diciembre		
	2011	2010	var%
INGRESOS			
Ingresos totales (miles de euros)	863.456	796.514	8,4%
Ingreso total por pasajero (euros)	70,11	72,17	-2,9%
Ingreso por vuelo (euros)	9.361	9.433	-0,8%
Tarifa media por pasajero (euros)	62,20	63,71	-2,4%
Ingreso medio accesorio y otros/ pasaj.(euros)	7,91	8,46	-6,5%
Ingreso por AKO (céntimos de euro)	6,03	5,87	2,8%
COSTES			
Gastos totales (miles de euros)	852.059	736.428	15,7%
Coste por AKO, Incl. fuel (céntimos de euro)	5,95	5,43	9,7%
Coste de fuel por AKO (céntimos de euro)	1,77	1,36	30,6%
Coste por AKO, ex. fuel (céntimos de euro)	4,18	4,07	2,7%
EBITDAR (miles de euros)	124.836	160.760	-22,3%
Margen de EBITDAR (%)	14,5%	20,2%	-5,7pp
EBIT (miles de euros)	11.397	60.087	-81,0%
Margen de BAI/EBIT (%)	1,3%	7,5%	-6,2pp
EBT (miles de euros)	14.861	65.707	-77,4%
Margen de EBT (%)	1,7%	8,2%	-6,5pp
Resultado neto (miles de euros)	10.383	45.995	-77,4%
Margen de resultado neto (%)	1,2%	5,8%	-4,6pp
OPERATIVA			
AKOs (millones)	14.314	13.569	5,5%
PKTs (millones)	10.820	9.932	8,9%
Vuelos	92.243	84.435	9,2%
Número medio de aviones operados	44	36	23,0%
Núm. medio de horas bloque por día y avión	9,51	10,69	-11,0%
Número medio de vuelos por día y avión	5,71	6,41	-11,0%
Número total de asientos volados (miles)	16.518	15.194	8,7%
Distancia media volada (km)	867	893	-3,0%
Número total de pasajeros (miles)	12.316	11.036	11,6%
Factor de ocupación (PKT/PPK, %)	75,6%	73,2%	2,4pp

Las cifras presentadas han sido preparadas bajo los principios contables establecidos por el Nuevo Plan General de Contabilidad vigente en España. Las cifras no están auditadas.

AKOs calculados de acuerdo a la great-circle distance /EBITDAR: resultado antes de impuestos, intereses, depreciación, amortización y alquileres / EBIT: resultado antes de impuestos e intereses / EBT: resultado antes de impuestos

Balance de Situación

(€, miles)

	31/12/2011	31/12/2010
ACTIVO		
Inmovilizado intangible	64.675	61.931
Inmovilizado material	2.928	6.154
Inversiones financieras a largo plazo	115.417	102.525
Activo por impuesto diferido	56.897	58.875
Total activo no corriente	239.917	229.485
Existencias	353	170
Deudores comerciales y otras cuentas a cobrar	47.188	31.678
Inversiones financieras a corto plazo	290.896	208.808
Periodificaciones a corto plazo	7.111	5.133
Efectivo y otros activos líquidos equivalentes	14.947	35.972
Total activo corriente	360.495	281.761
TOTAL ACTIVO	600.412	511.246
PASIVO		
Total patrimonio neto	241.507	199.377
Provisiones a largo plazo	151.996	129.848
Deudas a largo plazo	0	0
Pasivos por impuesto diferido	28.339	14.041
Periodificaciones a largo plazo	0	0
Total pasivo no corriente	180.335	143.889
Deudas a corto plazo	4.541	25.138
Deudas con empresas del Grupo y Asociadas	32.769	21.435
Acreedores comerciales y otras cuentas a pagar	101.715	87.607
Periodificaciones a corto plazo	39.545	33.800
Total pasivo corriente	178.570	167.980
TOTAL PATRIMONIO NETO + PASIVO	600.412	511.246

Según normas contables de aplicación en España. No auditado

Estado de Flujos de Efectivo

(€, miles)	2011	2010
Flujos de efectivo de las actividades de explotación	58.169	98.825
Resultados antes de impuestos	14.861	65.707
(+) Amortización del inmovilizado	6.616	5.787
(+/-) Otros ajustes del resultado (neto)	18.712	19.250
Cambios en el capital corriente	12.975	7.535
Otros flujos de efectivo de las actividades de explotación	5.005	546
Flujos de efectivo de las actividades de inversión	-56.478	-195.525
Pagos por inversiones	-82.453	-204.617
Cobros por desinversiones	25.975	9.092
Flujos de efectivo de las actividades de financiación	-21.633	10.960
Cobros y (pagos) por instrumentos de patrimonio	0	0
Cobros y (pagos) por instrumentos de pasivo financiero	-21.633	10.960
Pagos por dividendos y remuneraciones de otros instrumentos de patrimonio	0	0
Efecto de las variaciones de los tipos de cambio	-1.084	430
Aumento/(disminución) neto del efectivo y equivalentes	-21.026	-85.310
EFFECTIVO Y EQUIVALENTES AL INICIO DEL PERIODO	35.972	121.282
EFFECTIVO Y EQUIVALENTES AL FINAL DEL PERIODO	14.947	35.972

Según normas contables de aplicación en España. No auditado

2011 results

Vueling achieves a net profit of 10.4 million Euros in 2011, despite the increase in fuel prices

The company increased its revenues by 8.4% to reach 863 million Euros in 2011. The operating profit (EBIT) amounted to 11.4 million Euros.

HIGHLIGHTS

Vueling achieved a net profit of 10.4 million Euros in 2011. Despite a 40% increase in the price of fuel Vueling has obtained a net profit for the third consecutive year.

Vueling showed a significant growth in activity, increasing the number of carried passengers by 11.6% versus last year. For the full year 2011, Vueling carried 12.3 million passengers. Vueling increased its activity levels while improving the load factor of its flights to reach 75.6%, a 2.4pp increase compared to last year. The increase in activity is due to the new bases of Toulouse and Amsterdam, the Madrid operation, which allows Vueling to feed Iberia's long haul flights, and the increased activity in Vueling's point to point operations.

Total revenues reached 863.5 million Euros. This amount represents an increase of 8.4% compared to the revenues recorded in 2010. The increase in revenues is due to a combination of improved unit revenues and increased capacity. Accordingly, revenues per available seat kilometer (RASK) were 2.8% higher than the previous year, to reach 6.03c€.

Fuel costs continued to climb, reaching a 38% increase for the full year 2011 compared to 2010. The Brent barrel average price for the period was 112.1 dollars per barrel, which is 40.3% higher than the third quarter of last year, when the average price was 79.9 dollars per barrel. Vueling's hedging policy partially offset the increase in the price of fuel. The fuel cost per available seat kilometer increased by 30.6%, which is lower than the 40.3% rise in the fuel price. Other costs grew in line with the increase in activity levels, resulting in a cost per available seat kilometer excluding fuel of 4.18c€.

Vueling maintains a solid financial position and improved available cash. The net cash position amounted to 246.5 million Euros as of December 31st 2011, 39.5 million Euros more than at the end of 2010. Therefore, the company maintains a solid financial position with no financial debt.

NOTE: The present document is a translation of a duly approved document in the Spanish-language, and it is only for informational purposes. Should there be a discrepancy between the present translation and the original document in Spanish-language, the text of the original Spanish-language document shall always prevail.

Summary of results

	Fourth quarter			Full Year		
	2011	2010	var%	2011	2010	var%
ASK (million)	3,131	3,103	0.9%	14,314	13,569	5.5%
Total Revenue (thousand)	176,054	167,044	5.4%	863,456	796,514	8.4%
Total Costs (thousand)	194,448	174,512	11.4%	852,059	736,428	15.7%
Fuel Costs (thousand)	57,806	45,245	27.8%	253,531	184,046	37.8%
EBITDAR (thousand)	10,785	17,858	-39.6%	124,836	160,760	-22.3%
EBIT (thousand)	-18,394	-7,468	-146.3%	11,397	60,087	-81.0%
EBT (thousand)	-15,693	-6,348	-147.2%	14,861	65,707	-77.4%
Net Result (thousand)	-11,005	-4,444	-147.7%	10,383	45,995	-77.4%

In accordance with accounting standards applicable in Spain. Not audited.

Market situation

The Spanish market¹ grew by 6% in passenger numbers during 2011. This growth was driven by the positive evolution of the Spain-Europe market (+9%), as the Spain-Spain domestic market remained stagnant (+0%).

Furthermore, in 2011 Vueling was affected by the **sharp increase in fuel prices**. The Brent barrel reached an average price of 112.1 dollars per barrel, which is 40.3% higher than the same period last year, when the price was 79.9 dollars per barrel. The US dollar depreciated 4.7% against the Euro over the same time period.

Activity

Vueling archived a solid and profitable growth during 2011.

The company carried 12.315.721 passengers in 2011, the largest number of transported passengers since inception. This growth was possible due to a 9.2% increase in the number of flights, and to the increase in the average number of planes operated, which reached and average number of 48 in 2011 compared to 36 of 2010. All this growth took place in a profitable and sustainable manner, as the net profit amounted to 10.4 million Euros.

Vueling has consolidated its leadership position in **Barcelona El Prat** and **Bilbao**, with a passenger market share that reached 23% in both airports. Additionally, Vueling has continued increasing its presence in international airports such as Paris Orly, Toulouse and Rome Fiumicino.

During 2011 Vueling has increased its offer of connecting flights thought the Barcelona airport. Additionally, Vueling has operated connecting flights for Iberia in Madrid from the second quarter of 2011. Accordingly, the number of connecting passengers surpassed 970.000 in 2011, which is six times higher than the number of connecting passengers transported in 2010.

¹ Includes the Spain-Spain market and the Spain-Europe market adjusted for the effects of the volcanic ash cloud. Source: AENA and Vueling.

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The key traffic figures were as follows:

	Full Year		
	2011	2010	var%
Seats flown (thousand)	16,518	15,194	8.7%
Passengers (thousand)	12,316	11,036	11.6%
Flights	92,243	84,435	9.2%
Number of aircraft	44	36	23.0%
Load factor (RPK/ASK, %)	75.6%	73.2%	2.4pp

Number of aircraft: Average available aircraft during the period
PKT (passenger kilometers travelled): number of passengers carried multiplied by the number of kilometers flown

Revenues

Vueling achieved total revenues of 863.4 million Euros in 2011. This figure represents an increase of 8.4% compared to the same period of last year. The increase in revenues was driven by the increase in activity and the improvement in unit revenues.

In terms of activity, **the number of available seat kilometers (ASK) grew by 5.5%.** This higher activity took place while improving the load factor by **2.4 pp to reach 75.6%.**

The unit revenue per available seat kilometer (RASK) increased by 2.8% in 2011. This increase is due to a better market performance on Vueling routes, the implementation of revenue optimization initiatives and the improvement in load factor.

Both passenger and ancillary revenues have increased compared to last year. Ticket revenues grew by 8.9% compared to last year, while ancillary revenues advanced by 4.3%. There were no substantial changes in the mix of revenue sources compared to last year, as ticket revenues accounted for 89% of total revenues (versus 88% in 2010), while ancillary revenues accounted for the remaining 11% (versus 12% in 2010).

Costs

For the full year 2011, total costs increased by 15.7% compared to the same period of last year. **The main increase occurred in fuel costs, which rose by 37.7%.** Other operating costs excluding fuel (costs ex-fuel) rose by 8.4%, in line with the activity growth (+9.2% number of flights).

The fuel price increase was very significant in 2011. The average price of fuel in 2011 reached 1,020\$/mT while in 2010 the average price was 722\$/mT, which represents a 41.3% increase year-on-year. The rise in the price of fuel had a significant effect on Vueling's cost base despite the positive effect of the hedging policy, which helped to partially offset the higher fuel prices. Accordingly, the fuel unit cost per available seat kilometer (CASK fuel) increased by 30.6% compared to 2010.

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Other costs grew in line with the increase in the company's activity. The unit cost per available seat kilometer excluding fuel (CASK ex-fuel) stood at 4.18c€, which represents an increase of 2.7% (1.1% at constant currency and stage length).

The successful implementation of the cost reduction program led to total annual savings of 16.7 million Euros in 2011, which is 27% higher than estimated at the beginning of the year.

Business Model

During 2011, **Vueling saw a significant increase in passenger numbers (+11.6%).** This growth was the result of an increase in both, international and the domestic traffic. The new bases in Amsterdam and Toulouse positively contributed to the growth in international traffic while the Madrid operation, based on the agreement with Iberia, was the main reason behind the domestic passenger growth.

During 2011, **Vueling managed to increase the number of connecting passengers carried** to reach 972,000, six times more than the same period of last year. This increase in connecting passengers is the result of Vueling-Vueling connecting flights in Barcelona and the connecting flights with other airlines both in Madrid and Barcelona. Thus, Vueling has increased by four times the number of connecting passengers in its Barcelona hub compared to last year.

The operation carried out by Vueling in Madrid, which allows the company to operate connections for Iberia long haul flights, had a successful operating and quality performance over the period and archived an 81% level of punctuality. This successful performance enabled the extension of the agreement into the winter season (November'11-March'12), in which Vueling is operating three Iberia routes. This operation, has positively contributed to the unit revenues of the company, and has showed Vueling's ability to feed long haul flights with connecting passengers.

Vueling's operations continued to show a high level of efficiency. Punctuality levels reached 85% for the full year 2011, and the recommendation level exceeded 90%.

OUTLOOK FOR 2012

Vueling expects to continue its profitable growth during 2012 and further evolving its business model. Accordingly, the company has set four main objectives for 2012:

1. Growth
2. Cost reduction
3. Revenues
4. New airline agreements

1. **Growth.** Vueling's objective is to take advantage of the growth opportunities that offer the new market conditions in 2012. To that effect, Vueling plans to increase its seat offer by (20-25)% compared to 2011. The company will also continue to increase the number of connecting passengers to reach one million of connecting passengers through its main hub of Barcelona El Prat.

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2. **Cost reduction.** Vueling will continue its structural cost reductions during 2012, with expected annual saving of 14.2 million Euros by the implementation of a new cost reduction program.
3. **Revenues.** In 2012 Vueling will implement a series of initiatives aimed to improve revenues. These initiatives target four different areas; revenue management optimization, new interline agreements, indirect channel sales and advanced CRM and new online products and services.
4. **New interline agreements.** Vueling has proven its ability to operate connecting flights with other airlines in a profitable manner. During 2012, Vueling expects to reach from 2 to 4 new agreements with other airlines.

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Quarterly profit and loss account

Fourth Quarter

(€ thousand)	2011	2010	var%
Ticket revenue	155,709	144,469	7.8%
Ancillary and other revenue	20,344	22,574	-9.9%
Total revenue	176,054	167,044	5.4%
Fuel	57,806	45,245	27.8%
Handling	28,759	26,462	8.7%
Airport fees	12,445	11,363	9.5%
Navigation fees	14,019	14,631	-4.2%
Crew	4,588	4,371	5.0%
Maintenance	14,813	12,520	18.3%
Commercial and marketing	7,768	8,662	-10.3%
Other expenses	136	797	-83.0%
Total variable costs	140,334	124,052	13.1%
Contribution margin	35,720	42,992	-16.9%
Crew_SF	9,798	11,146	-12.1%
Maintenance_SF	2,283	1,664	37.2%
Fleet insurance	896	647	38.4%
Fleet leases	27,374	23,745	15.3%
Other production costs	2,391	2,198	8.8%
Total semi-fixed costs	42,742	39,401	8.5%
Operating margin	-7,022	3,591	-295.5%
Advertising	1,476	1,076	37.3%
Depreciation/amortization	1,805	1,581	14.2%
General expenses	8,090	8,402	-3.7%
Total fixed costs	11,372	11,059	2.8%
EBIT	-18,394	-7,468	-146.3%
Financial profit/loss	-2,701	-1,120	-141.3%
Profit/loss from sub-leases	0	0	
Restructuring expenses	0	0	
EBT	-15,693	-6,348	-147.2%
Taxes	-4,687	-1,904	-146.1%
Net profit/loss	-11,005	-4,444	-147.7%
EBITDAR	10,785	17,858	-39.6%

In accordance with accounting standards applicable in Spain. Not audited. AKOs calculated according to the great-circle distance / EBITDAR: earnings before taxes, restructuring costs, interests, depreciation, amortization and rent / EBIT: earnings before taxes, restructuring costs and interests / EBT: earnings before taxes

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Annual profit and loss account

Full Year

	2011	2010	var%
(€ thousand)			
Ticket revenue	766,042	703,152	8.9%
Ancillary and other revenue	97,414	93,363	4.3%
Total revenue	863,456	796,514	8.4%
Fuel	253,531	184,046	37.8%
Handling	127,809	115,908	10.3%
Airport fees	58,340	52,804	10.5%
Navigation fees	65,236	62,528	4.3%
Crew	21,339	16,751	27.4%
Maintenance	76,106	70,648	7.7%
Commercial and marketing	30,088	32,302	-6.9%
Other expenses	6,100	3,353	81.9%
Total variable costs	638,550	538,340	18.6%
Contribution margin	224,906	258,175	-12.9%
Crew_SF	40,405	40,903	-1.2%
Maintenance_SF	8,053	5,856	37.5%
Fleet insurance	3,719	3,498	6.3%
Fleet leases	106,796	94,682	12.8%
Other production costs	8,786	7,384	19.0%
Total semi-fixed costs	167,758	152,324	10.1%
Operating margin	57,148	105,851	-46.0%
Advertising	6,902	7,000	-1.4%
Depreciation/amortization	6,644	5,990	10.9%
General expenses	32,205	32,773	-1.7%
Total fixed costs	45,751	45,764	0.0%
EBIT	11,397	60,087	-81.0%
Financial profit/loss	-3,464	-5,621	-38.4%
Profit/loss from sub-leases	0	0	
Restructuring expenses	0	0	
EBT	14,861	65,707	-77.4%
Taxes	4,479	19,712	-77.3%
Net profit/loss	10,383	45,995	-77.4%
EBITDAR	124,836	160,760	-22.3%

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Quarterly operating and financial statistics

Fourth Quarter

REVENUE	2011	2010	var%
Total revenue (thousand euros)	176,054	167,044	5.4%
Total revenue per passenger (euros)	64.03	67.13	-4.6%
Revenue per flight (euros)	8,617	8,592	0.3%
Average fare per passenger (euros)	56.63	58.06	-2.5%
Average ancillary & other revenue per passenger (euros)	7.40	9.07	-18.4%
Revenue per ASK (eurocents)	5.62	5.38	4.5%
COSTS			
Total expenses (thousand euros)	194,448	174,512	11.4%
Cost per ASK inc. fuel (eurocents)	6.21	5.62	10.4%
Fuel cost per ASK (eurocents)	1.85	1.46	26.6%
Cost per ASK ex. fuel (eurocents)	4.36	4.17	4.8%
EBITDAR (thousand euros)	10,785	17,858	-39.6%
EBITDAR margin (%)	6.1%	10.7%	-4.6pp
EBIT (thousand euros)	-18,394	-7,468	146.3%
EBIT margin (%)	-10.4%	-4.5%	-6.0pp
EBT (thousand euros)	-15,693	-6,348	147.2%
EBT margin (%)	-8.9%	-3.8%	-5.1pp
NET PROFIT (thousand euros)	-11,041	-4,444	148.5%
NET PROFIT margin (%)	-6.3%	-2.7%	-3.6pp
OPERATIONS			
ASK (million)	3,131	3,103	0.9%
RPK (million)	2,399	2,226	7.7%
Flights	20,432	19,441	5.1%
Average number of aircraft in operation	48	36	31.1%
Average block hours per aircraft and day	7.67	9.78	-21.5%
Average number of flights per aircraft and day	4.66	5.82	-19.8%
Total number of seats flown (thousand)	3,657	3,499	4.5%
Average stage length (Km)	856	887	-3.5%
Total number of passengers (thousand)	2,750	2,488	10.5%
Load Factor (RPK/ASK, %)	76.6%	71.7%	4.9pp

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Annual operating and financial statistics

Full Year

REVENUE	2011	2010	var%
Total revenue (thousand euros)	863,456	796,514	8.4%
Total revenue per passenger (euros)	70.11	72.17	-2.9%
Revenue per flight (euros)	9,361	9,433	-0.8%
Average fare per passenger (euros)	62.20	63.71	-2.4%
Average ancillary & other revenue per passenger (euros)	7.91	8.46	-6.5%
Revenue per ASK (eurocents)	6.03	5.87	2.8%
COSTS			
Total expenses (thousand euros)	852,059	736,428	15.7%
Cost per ASK inc. fuel (eurocents)	5.95	5.43	9.7%
Fuel cost per ASK (eurocents)	1.77	1.36	30.6%
Cost per ASK ex. fuel (eurocents)	4.18	4.07	2.7%
EBITDAR (thousand euros)	124,836	160,760	-22.3%
EBITDAR margin (%)	14.5%	20.2%	-5.7pp
EBIT (thousand euros)	11,397	60,087	-81.0%
EBIT margin (%)	1.3%	7.5%	-6.2pp
EBT (thousand euros)	14,861	65,707	-77.4%
EBT margin (%)	1.7%	8.2%	-6.5pp
NET PROFIT (thousand euros)	10,383	45,995	-77.4%
NET PROFIT margin (%)	1.2%	5.8%	-4.6pp
OPERATIONS			
ASK (million)	14,314	13,569	5.5%
RPK (million)	10,820	9,932	8.9%
Flights	92,243	84,435	9.2%
Average number of aircraft in operation	44	36	23.0%
Average block hours per aircraft and day	9.51	10.69	-11.0%
Average number of flights per aircraft and day	5.71	6.41	-11.0%
Total number of seats flown (thousand)	16,518	15,194	8.7%
Average stage length (Km)	867	893	-3.0%
Total number of passengers (thousand)	12,316	11,036	11.6%
Load Factor (RPK/ASK, %)	75.6%	73.2%	2.4pp

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Balance sheet

	31/12/2011	31/12/2010
(€ thousand)		
ASSETS		
Intangible fixed assets	64,675	61,931
Tangible fixed assets	2,928	6,154
Long term financial investments	115,417	102,525
Deferred tax assets	56,897	58,875
Total non-current assets	239,917	229,485
Inventories	353	170
Trade debtors and other accounts receivable	47,188	31,678
Short term financial investments	290,896	208,808
Deferred expenses	7,111	5,133
Cash and cash equivalents	14,947	35,972
Total current assets	360,495	281,761
TOTAL ASSETS	600,412	511,246
LIABILITIES		
Total net equity	241,507	199,377
Long term provisions	151,996	129,848
Other long term liabilities	0	0
Deferred tax liabilities	28,339	14,041
Long term accruals	0	0
Total non-current liabilities	180,335	143,889
Short term debt	4,541	25,138
Trade creditors and other accounts payable	32,769	21,435
Short term accrued liabilities	101,715	87,607
Total current liabilities	39,545	33,800
Total non-current liabilities	178,570	167,980
TOTAL NET EQUITY AND LIABILITIES		
ASSETS	600,412	511,246

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Cash Flow Statement

(€ thousand)	2011	2010
Cash flow from operating activities	58,169	98,825
Results before tax	14,861	65,707
(+) Amortization and depreciation on assets	6,616	5,787
(+/-) Other adjustments to results (net)	18,712	19,250
Changes in working capital	12,975	7,535
Other cash flows from operating activities	5,005	546
Cash flows from investing activities	-56,478	-195,525
Payments on investments	-82,453	-204,617
Collections on disposals	25,975	9,092
Cash flows from financing activities	-21,633	10,960
Collections and payments on equity instruments	0	0
Collections and payments on financial liability instruments	-21,633	10,960
Dividends and other equity-instrument payments	0	0
Effect of variations of exchange rates	-1,084	430
Net cash and equivalents increase / (decrease)	-21,026	-85,310
CASH AND EQUIVALENTS AT THE BEGINNING OF THE PERIOD	35,972	121,282
CASH AND EQUIVALENTS AT THE END OF THE PERIOD	14,947	35,972

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