

LE MARAIS AIRBNB

BUSINESS PLAN

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Summary Sheet

LEGAL FORM

EURL

SIREN NUMBER

123 456 789

RCS

Paris

SHARE CAPITAL

\$200,000.00

LOAN

\$350,000.00

DEBT RATIO

1.8x

CAP TABLE

Partner names	Shares held	% Ownership	% Vote	Operational roles
Marco Polo	250,000	100%	100%	Manager

PROJECT SUMMARY

In Paris, high hotel prices erode value for money for a significant share of visitors, against a backdrop of sustained tourist demand and strong seasonal or event-driven swings. Many travellers seek an alternative that is more authentic and flexible than a hotel, while still enjoying a reliable experience – with no unpleasant surprises around cleanliness, quiet, the actual location, or the check-in process.

The Le Marais Airbnb project offers a private one-bedroom (F2) apartment in the 4th arrondissement, in the Marais district, marketed on a per-night basis via Airbnb, with Booking as a complementary distribution channel. The concept rests on a central location and unapologetic Parisian charm, with exposed beams and low ceilings, for an authentic experience. The fully equipped kitchen with fridge and freezer helps cut the total cost of the stay, while the optimised use of space targets couples on short-to-medium stays first. The promise is finally built on quality- and review-oriented execution, reinforced by personalised advice and local tips.

INCOME STATEMENT

Indicator	2027	2028	2029	2030	2031
Total Revenue	\$20,830.00	\$28,060.00	\$31,570.00	\$41,550.00	\$50,900.00
Gross Margin	\$17,868.00	\$24,243.00	\$27,265.00	\$35,955.00	\$44,113.00
Operating Expenses	-\$2,002.00	-\$2,002.00	-\$2,002.00	-\$2,002.00	-\$2,002.00
EBITDA	\$15,866.00	\$22,241.00	\$25,263.00	\$33,953.00	\$42,111.00
Net Income	-\$7,457.00	-\$688.00	\$2,056.00	\$8,888.00	\$15,330.00

PART 1

The Project

Project Objective

In practice, many couples who want to stay in the heart of Paris face an unfavourable trade-off between price, comfort and experience. Centrally located 3–4★ hotels often impose a high total cost for a small space, with no kitchen and a more standardised experience, while the apartment supply on platforms remains very uneven. Between inconsistent listings, fear of unpleasant surprises and price volatility across seasons and events, travellers want a solution that is authentic, simple to book and reliable in execution all at once.

The project's objective is to meet this need directly by offering a private F2 apartment in the Marais, designed for two and booked per night via Airbnb, complemented by Booking. The property aims for a “Parisian” experience consistent with its setting, combining architectural charm, a central location and independence thanks to an equipped kitchen. The quality of the welcome and communication, together with personalised advice, are meant to secure the stay and maximise satisfaction. A deliberate focus on reviews and ratings should establish the apartment as a trusted choice for city breaks, weekends, medium-length remote-working stays and event-related travel.

Team



Marco Polo

Manager

Private investor; already owns several properties in Paris and Méribel.

Profile:

Industry-specific skills

Management skills

The Market

The project operates in the market for short-term rentals booked through platforms, valued at 183,000M globally, with announced growth of 7%. The momentum is driven by the structural rise of online-booked nights in Europe and by Airbnb's dominant position as an intermediation channel, while intra-platform competition demands clear differentiation. At the same time, tighter regulation in Paris raises compliance requirements and reinforces the advantage of operators able to execute rigorously and consistently.

At the Paris level, the addressable market is estimated at 2,400M, reflecting a substantial volume of demand for short stays and heightened sensitivity to value for money versus hotels. Within this segment, polarisation is pronounced: highly rated, well-presented and well-run properties capture a disproportionate share of demand, driven by ranking algorithms, responsiveness and operational consistency. The key success factors are perceived quality, the reliability of the customer journey, the relevance of the location and the ability to reassure through solid reviews.

In central Paris, and particularly in the Marais, demand concentrates on stays of 2 to 5 nights, weekends and event periods, with strong expectations of authenticity and centrality. For a single F2 apartment in this district, the achievable annual revenue is estimated at around \$25K over a 3–5 year horizon, a potential consistent with a quality- and review-oriented strategy. Le Marais Airbnb positions itself precisely on this gap: an alternative to hotel pricing, with a kitchen to lower the total cost, and an authentic experience delivered reliably.

Key Market Factors

- Changes in Paris regulation (night caps for primary residences, registration, change-of-use rules, inspections)
- Trends in tourist flows to Paris (international vs domestic) and the calendar of major events
- Hotel price levels (if they keep rising, the trade-off in favour of short-term rentals strengthens)
- Competitive intensity on Airbnb/Booking (density of comparable listings in central Paris and the Marais) and the dynamics of ranking algorithms (reviews, responsiveness, acceptance rate, cancellations, photo/listing quality)

The Products

1. High-Season Night

High season covers periods of strong tourist demand (spring, summer, international events, end-of-year holidays), during which the Marais enjoys particularly high appeal. In this context, pricing is adjusted upwards to reflect market tension and maximise revenue per night. This strategy captures an international clientele willing to pay a premium price for a central, high-quality location. Higher rates generally come with a high occupancy rate, generating a significant share of annual revenue. This dynamic-pricing logic is therefore an essential lever for optimising the project's overall profitability.

2. Low-Season Night

Low season corresponds to periods of lower tourist traffic (mainly January, February outside school holidays, and November), during which rental demand is more moderate. Here, the pricing strategy consists of adjusting prices downwards to stay competitive against comparable offers and maintain a satisfactory occupancy rate. The goal is not to maximise the nightly price, but to optimise occupancy by limiting vacant periods. This approach secures a base of recurring revenue while maintaining constant appeal on platforms such as Airbnb or Booking.com.

The Competitive Landscape



3-4★ Hotels in Paris (central area)

Standard hotels offering reception, luggage storage, services and perceived security, often at high rates in central Paris.

Strengths: Reliability and standardisation of service, reception, handling of the unexpected, perceived security and simplicity for short stays.

Weaknesses: High total cost, limited space, little or no kitchen, a sometimes less “authentic” experience.

Aparthotels (e.g. Adagio and equivalents)

Hybrid accommodation with a kitchenette and hotel-style services, suited to short-to-medium stays.

Strengths: A good compromise of kitchen + services, consistency, professional processes (check-in), suited to business / medium stays.

Weaknesses: Less charm / local feel, a more standardised experience, a location sometimes less premium than the Marais itself.

The Competitive Landscape (continued)

Other Airbnb listings in the Marais / central Paris

Direct intra-platform competition on similar properties (studio / F2), with strong pressure on reviews and listing quality.

Strengths: Abundant choice, easy comparison, some very high-performing hosts (Superhost) and very well-designed properties.

Weaknesses: Uneven quality, risk of misleading listings or inconsistent execution, price wars on certain dates.

Booking.com (short-term apartments in Paris)

A high-conversion distribution platform offering apartments and hotels with an international audience.

Strengths: Global visibility, marketing power, demand volume, hotel-booking habits carried over to apartments.

Weaknesses: Intense competition and commissions, sometimes limited differentiation (standardised listings), risk of pressure on terms (cancellation / price).

The Customers

1 Remote-working professional (1-2 week stay)

GOALS

- A functional home base (kitchen, table, wifi)
- Comfort and quiet for working
- A consistent rate beyond 7 nights

PAIN POINTS

- Unreliable wifi / insufficient workspace
- Places that look great in photos but are uncomfortable
- Check-in / check-out that is too rigid

BEHAVIOUR

Books earlier, reads reviews in detail, asks for proof (e.g. wifi quality), looks for weekly discounts.

2 Couple from France / the provinces or the EU on a weekend

GOALS

- An ultra-central weekend without a car
- Controlled budget (kitchen, no hotel breakfast)
- An authentic neighbourhood experience

PAIN POINTS

- Unpredictable prices depending on dates
- Fear of noise / stairs / neighbours
- Additional fees perceived as excessive

BEHAVIOUR

Compares with 3★ hotels and aparthotels, very attentive to the total price, often books 2-4 weeks ahead.

The Customers (continued)

3 Event attendee (trade show / concert) on fixed dates

GOALS

- Secure a reliable place to stay (no host cancellation)
- Proximity to transport
- Late check-in possible

PAIN POINTS

- Rates that spike during events
- Risk of scams / misleading listings
- Logistical stress (late arrival, luggage)

BEHAVIOUR

Books early, accepts paying more for reliability, wants quick replies and clear arrival instructions.

Acquisition Strategy

The acquisition strategy aims to quickly secure visibility and bookings on the channels where demand is already active, while building a durable reputation grounded in quality and reviews. In a competitive platform environment, the challenge is to win over couples on city breaks, weekend travellers and medium-length remote-working stays by reducing perceived risk and highlighting the centrality of the Marais and the independence offered by the kitchen.

Listing on Airbnb is the main lever at launch, since per-night booking and payment are already built in, with a trusted framework and 24/7 customer support. The listing must showcase the F2's Parisian charm, its optimisation for two, the equipped kitchen and the promise of reliable execution, in order to maximise the conversion rate and accumulate reviews consistent with the goal of excellent ratings and comments.

Listing on Booking complements distribution by reaching an international audience with strong booking intent. This channel strengthens coverage during high-demand periods and among travellers who compare hotels, aparthotels and apartments, by highlighting the elements that reduce the total cost of the stay and the centrality of the 4th arrondissement.

By combining a dominant channel with complementary distribution, the project organises a gradual ramp-up: immediate visibility, acquisition of first stays, then consolidation of performance through operational quality and social proof. The ultimate goal is to establish Le Marais Airbnb as a trusted choice, sought after for its authentic experience and consistent service, beyond mere price competition.

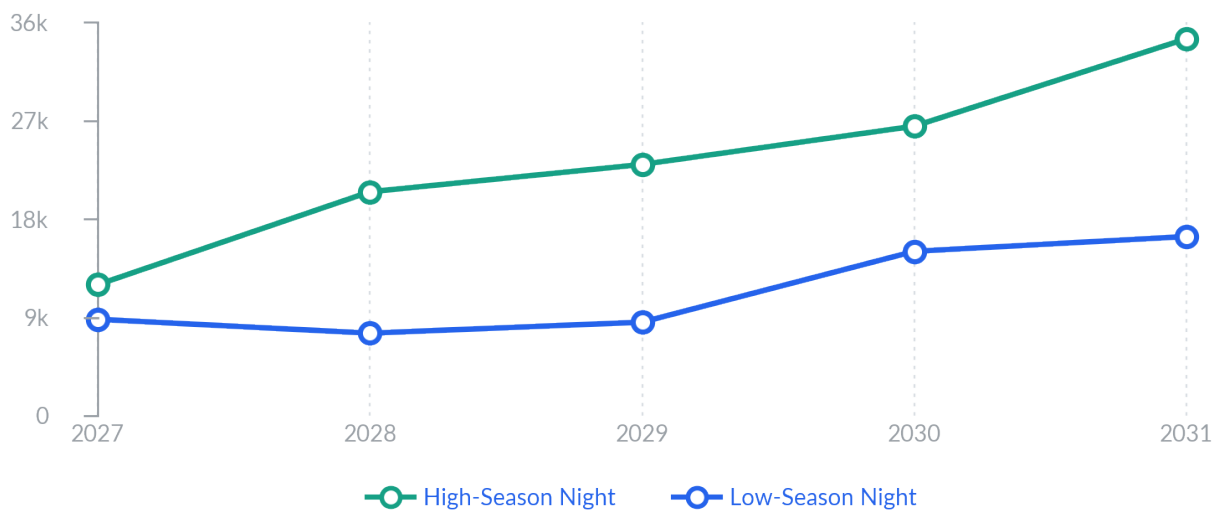
PART 2

Financial Forecast

Income Statement

Indicator	2027	2028	2029	2030	2031
Total Revenue	\$20,830.00	\$28,060.00	\$31,570.00	\$41,550.00	\$50,900.00
Revenue Growth %	–	34.7%	12.5%	31.6%	22.5%
Gross Margin	\$17,868.00	\$24,243.00	\$27,265.00	\$35,955.00	\$44,113.00
Gross Margin %	85.8%	86.4%	86.4%	86.5%	86.7%
Operating Expenses	-\$2,002.00	-\$2,002.00	-\$2,002.00	-\$2,002.00	-\$2,002.00
EBITDA	\$15,866.00	\$22,241.00	\$25,263.00	\$33,953.00	\$42,111.00
EBIT	\$2,866.00	\$9,241.00	\$12,263.00	\$20,953.00	\$29,111.00
Net Income	-\$7,457.00	-\$688.00	\$2,056.00	\$8,888.00	\$15,330.00

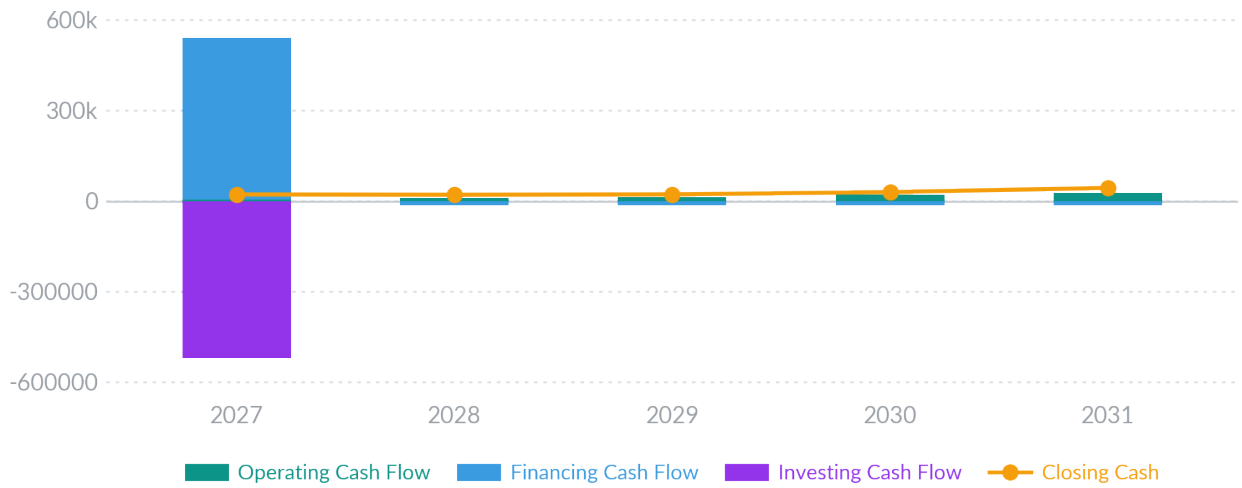
Sales Evolution by Product



Expenses

Category	2027	2028	2029	2030	2031
Electricity	\$810.00	\$810.00	\$810.00	\$810.00	\$810.00
Property tax	\$592.00	\$592.00	\$592.00	\$592.00	\$592.00
Internet	\$360.00	\$360.00	\$360.00	\$360.00	\$360.00
Insurance	\$240.00	\$240.00	\$240.00	\$240.00	\$240.00
Total	\$2,002.00	\$2,002.00	\$2,002.00	\$2,002.00	\$2,002.00

Cash Flow Statement



Indicator	2027	2028	2029	2030	2031
Opening Cash	\$0.00	\$22,572.00	\$21,520.00	\$22,804.00	\$30,502.00
Operating Cash Flow	\$5,543.00	\$12,312.00	\$15,056.00	\$21,888.00	\$28,330.00
Financing Cash Flow	\$537,030.00	-\$13,365.00	-\$13,771.00	-\$14,190.00	-\$14,622.00
Investing Cash Flow	-\$520,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Closing Cash	\$22,572.00	\$21,520.00	\$22,804.00	\$30,502.00	\$44,209.00

Uses and Resources Statement

Indicator	2027	2028	2029	2030	2031
RESOURCES					
Share capital	\$200,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Loan	\$350,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Shareholder current-account contribution	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Grants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Change in working capital (WCR)	\$0.00	\$1,053.00	-\$1,285.00	-\$7,697.00	-\$13,708.00
Self-financing	\$5,543.00	\$12,312.00	\$15,056.00	\$21,888.00	\$28,330.00
Subtotal	\$555,543.00	\$13,365.00	\$13,771.00	\$14,190.00	\$14,622.00
Total resources	\$555,543.00	\$13,365.00	\$13,771.00	\$14,190.00	\$14,622.00
Cash balance	\$22,572.00	\$21,520.00	\$22,804.00	\$30,502.00	\$44,209.00
SELF-FINANCING CAPACITY					
Net income for the year	-\$7,457.00	-\$688.00	\$2,056.00	\$8,888.00	\$15,330.00
+ Depreciation & amortisation	\$13,000.00	\$13,000.00	\$13,000.00	\$13,000.00	\$13,000.00
- Grant write-backs (non-cash)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
+ Net book value of asset disposals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
- Proceeds from asset disposals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Subtotal	\$5,543.00	\$12,312.00	\$15,056.00	\$21,888.00	\$28,330.00
Self-financing capacity (CAF)	\$5,543.00	\$12,312.00	\$15,056.00	\$21,888.00	\$28,330.00
- Loan repayments	\$12,970.00	\$13,365.00	\$13,771.00	\$14,190.00	\$14,622.00
Net self-financing	-\$7,428.00	-\$1,053.00	\$1,285.00	\$7,697.00	\$13,708.00

Balance Sheet

Indicator	2027	2028	2029	2030	2031
ASSETS					
Fixed assets	\$507,000.00	\$494,000.00	\$481,000.00	\$468,000.00	\$455,000.00
Inventory	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Trade receivables	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other receivables	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Cash	\$22,572.00	\$21,520.00	\$22,804.00	\$30,502.00	\$44,209.00
Current assets	\$22,572.00	\$21,520.00	\$22,804.00	\$30,502.00	\$44,209.00
TOTAL ASSETS	\$529,572.00	\$515,520.00	\$503,804.00	\$498,502.00	\$499,209.00
LIABILITIES & EQUITY					
Share capital	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
Net income for the year	-\$7,457.00	-\$688.00	\$2,056.00	\$8,888.00	\$15,330.00
Reserves	\$0.00	-\$7,457.00	-\$8,145.00	-\$6,089.00	\$2,799.00
Shareholders' equity	\$192,543.00	\$191,855.00	\$193,911.00	\$202,799.00	\$218,129.00
Bank loans	\$337,030.00	\$323,665.00	\$309,893.00	\$295,703.00	\$281,081.00
Trade payables	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Tax and social security liabilities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other liabilities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Current liabilities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TOTAL LIABILITIES & EQUITY	\$529,572.00	\$515,520.00	\$503,804.00	\$498,502.00	\$499,209.00