

**LUCERNE
FESTIVAL**

SUSTAINABILITY REPORT

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2025

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Sustainability is a central component of Lucerne Festival's long-term strategy. The Sustainability Strategy 2023-2027 defines clear measures across the three dimensions of social, environmental and economic sustainability. The aim is to embed sustainability not only in individual projects, but structurally and over the long term throughout the entire festival operation.

Lucerne Festival has been committed to social sustainability for more than 20 years, particularly in the area of supporting young talent. Through the Lucerne Festival Academy, several awards for young musicians and the Debut concert series, the Festival offers talented artists from around the world a platform. Lucerne Festival has also systematically strengthened its efforts in the areas of environmental and economic sustainability. In fall 2022, a dedicated sustainability position was created to develop, introduce and coordinate measures in a targeted way. Lucerne Festival has also been part of the Switzerland Tourism sustainability program "Swisstainable" since 2021 and was classified as "Level II – engaged" in 2024.

Important developments were implemented over the past year. Lucerne Festival further strengthened social participation through inclusive offerings, including the collaboration with Tabula Musica and Lucerne-based cultural and educational institutions for the inclusive stage work "The Big Ensemble", as well as tactile concert introductions for people with visual impairments. With the Lucerne Festival Ark Nova in Lucerne, an exceptional project was also realized that combined music, architecture and education, creating new points of access for a broad audience. In the area of environmental sustainability, the CO₂e footprint was calculated again, and the underlying data was further refined, especially with regard to visitor mobility. The overall footprint rose by 28.8% year on year to 2,176 t CO₂e. This development is due in particular to the higher number of visitors, additional major projects and the methodologically improved recording of visitor mobility. In 2025, Lucerne Festival's Head of Sustainability was appointed as a member of the international ESG Transparency Committee.

This 2025 Report documents the results of the evaluation and explains the sustainability projects carried out and the measures implemented, as well as their results. It not only provides an overview of the past year, but also outlines the planned steps and goals for the current year across the various sustainability dimensions: social, environmental and economic.



Lucerne Festival Ark Nova © Patrick Hurlimann/Lucerne Festival
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REVIEW 2025

- Lucerne Festival Ark Nova appeared in Lucerne as a flagship project with Family Days, school concerts, open4all formats and 12,000 visitors.
- Collaboration with Tabula Musica and Lucerne-based cultural and educational institutions for the inclusive stage work “The Big Ensemble” at KKL Luzern.
- Introduction of tactile concert introductions for people with visual impairments as part of “Feel the Music”.

NEXT STEPS 2026

- Strengthening accessible concert formats for new audiences, including “Classical Music for All: Open Air”, “Mittendrin” and the newly conceived “In den Strassen: City Stage”.
- Expansion of the “Luege | Lose | Erläbe” offer to all concerts in the KKL Concert Hall: children and young people can be brought along for CHF 10.



Quak: Klänge am Wasser © Johannes Becker/Lucerne Festival



REVIEW 2025

- Increase in the reported CO₂e footprint by 28.8% to 2,176 t CO₂e, due in particular to higher visitor numbers, additional projects and more precise underlying data on visitor mobility.
- “Quak: Klänge am Wasser” as an awareness-raising project for the protection of amphibians in collaboration with Pro Natura Luzern.
- Continuation of hedge maintenance in Pfeffikon/LU together with BirdLife Luzern to strengthen biodiversity over the long term.

NEXT STEPS 2026

- New sustainability project during Lucerne Festival Summer in collaboration with Pro Natura Luzern.
- Increase of the RailAway discount for travel by public transportation to 50%.



KKL Luzern © Piska/Katerer/Lucerne Festival



REVIEW 2025

- The impact study conducted in 2024 remains the basis for assessing economic sustainability and identifies an annual regional value contribution of CHF 45–50 million.
- Lucerne Festival thereby secures 230–270 jobs in the Lucerne region.
- 83% of operating expenditure remains directly in Lucerne.

SOCIAL SUSTAINABILITY



From supporting young musicians through the Lucerne Festival Academy and various awards for young artists to the Debut concert series and free or discounted concert and education offers for children, schools, families, students and adults: Lucerne Festival has been committed to social sustainability for many years. The aim is to support the next generation on and in front of the stage, strengthen social participation and facilitate access to classical music through inclusion-promoting measures. Lucerne Festival is guided by the Sustainable Development Goals (SDGs) of the United Nations; in the area of social sustainability, specifically by SDGs “4: Quality Education”, “5: Gender Equality” and “10: Reduced Inequalities”.

REVIEW 2025

Young audiences and new access points: Lucerne Festival Ark Nova and education offers (SDG 4, SDG 10)

A particular focus of social sustainability in 2025 was on supporting young and new audience groups. The Lucerne Festival Ark Nova made it possible to realize an exceptional project for this purpose. The mobile, inflatable concert hall was developed at the initiative of Michael Haefliger together with architect Arata Isozaki and artist Sir Anish Kapoor after the 2011 earthquake and tsunami disaster in Japan, with the aim of offering hope through music and contributing to cultural reconstruction in northeastern Japan. Between 2013 and 2017, the Ark Nova was erected four times in Japan. The fifth edition took place outside Japan for the first time in 2025. From 4 to 14 September, the world's first inflatable concert hall came to Europe for the first time and stood on the Lidowiese near the Swiss Museum of Transport.

In Lucerne, the Ark Nova combined music, architecture, education and encounter in a new way. With accessible ticket prices of CHF 15, an artistic range extending from classical, crossover and folk music to jazz and pop, as well as numerous free offers, the Festival opened itself up to interested visitors of all ages. In total, there were 35 concerts of 45 minutes each, 12 guided tours on the history, architecture and design of the Ark Nova, and three open4all formats. Around 160 musicians performed, 12,000 guests visited the project, and 25 concerts were sold out.

Special offers for families and schools played an important role. During the two Family Days on 6 and 7 September, six free concerts took place in the Ark Nova; around 600 families enjoyed a free overall experience combining a concert, boat trip and visit to the Swiss Museum of Transport. In addition, four

exclusive school concerts were held, all of which were fully booked and attended by 51 school classes with a total of 1,200 children from Lucerne and the surrounding area. During the three open4all time slots, around 1,000 people used the opportunity to visit the Ark Nova free of charge and on their own; more than 400 music lovers experienced the Swiss pop stars Naomi Lareine and Soleroy as surprise acts. The Ark Nova thus became not only a concert venue, but also an accessible meeting space for a broad audience.

Beyond the Ark Nova, Lucerne Festival also continued numerous offers in 2025 that give children, young people, families and new audience groups access to classical music. These include special school concerts at KKL Luzern, concerts in schools and age-appropriate family concerts. In addition, there is the “Luege | Lose | Erläbe” offer, through which children and young people can be taken to concerts free of charge, as well as the podcast format “Music for Future: The Podcast”, in which pupils and young people process their concert experiences journalistically. In total, more than 5,000 children and young people experience the Festival each year; in addition, there are more than 20 exclusive school events, 15 concerts in schools and more than five podcast episodes per year, co-created by pupils and young people. As part of the environmental sustainability project “Quak: Klänge am Wasser”, an education format for primary school classes was also created that combined music and nature education.

Another accessible format in 2025 was once again the world music festival “In den Strassen”, which took place for the 20th time. Over six days, eight international music groups brought the squares and alleys of Lucerne to life with more than 80 performances.

In total, more than 5,000 spectators attended the concerts in the Old Town and on Europaplatz. In addition, individual groups also performed in schools in the region, including at the Stiftung Rodtegg; more than 2,000 children were thus able to experience music from different cultures in their school environment.

In addition, established formats such as the free “40min” concerts and “Lakeside Symphony”, the live broadcast of the opening concert on Lucerne’s Inseli, were continued. They help to make classical music accessible outside traditional concert settings and to reduce possible barriers to access.

Lucerne Festival Academy: supporting young talent in contemporary music (SDG 4, SDG 5, SDG 10)

The Lucerne Festival Academy remains a central element of social sustainability. Since its founding by Pierre Boulez in 2004, it has offered young international musicians, composers and conductors a platform to engage intensively with music of the 20th and 21st centuries. The Academy combines artistic excellence, continuing education and international networking, and thus represents Lucerne Festival’s long-term commitment to future generations on stage.

In 2025, the Lucerne Festival Academy was once again at the center of Lucerne Festival’s Contemporary division. 127 participants from 26 countries came together in Lucerne to develop and perform contemporary works and exchange with renowned artists. The importance of this institution was particularly visible in the world premieres at the Summer Festival: 17 of a total of 21 world premieres took place within the framework of the Academy, including works by composer-in-residence Marco Stroppa, Dai Fujikura and the Roche Young Commissions award winners Jakob Raab and Guillem Palomar.



School concert in the Concert Hall of KKL Luzern
© Andreas Becker/Lucerne Festival

The Composer Seminar, led once again by Dieter Ammann and Unsuk Chin, was an important component; eight young composers developed and performed their own works with the Ensemble of the International Ensemble Modern Academy. The Contemporary-Conducting Program, led by Baldur Brönnimann, also continued.

At the same time, the Academy helped to make music accessible outside classical concert settings. With the new accessible format “Symphonic Jukebox”, a large orchestra performed at various public locations in the city of Lucerne. The audience could choose from more than 30 masterpieces from Vivaldi to Stravinsky and, in some cases, even conduct the orchestra themselves. The Buvette concerts on the Inseli also brought Academy participants directly into the public space in an informal setting.



Symphonic Jukebox in Lucerne's Old Town
© Rahel Meydam/Lucerne Festival

Another important aspect is equal opportunity within the Academy. Participation is open to young artists regardless of their origin and gender, and financial barriers are reduced by providing accommodation and travel within the framework of the Festival. At the same time, the Academy promotes exchange between generations and cultures and strengthens an international network from which new collaborations can emerge even beyond the Academy period.

**Inclusion and barrier-free musical experience:
“The Big Ensemble” and tactile concert introductions
(SDG 10)**

In addition to supporting young talent and offering programs for young audiences, Lucerne Festival also continued its commitment to inclusion and accessibility in 2025. A special example of this was the inclusive stage work “The Big Ensemble”, which could be experienced at KKL Luzern on 21 January

2025. The project was initiated by Tabula Musica and the Luzerner Sinfonieorchester and realized in Lucerne together with Lucerne University of Applied Sciences and Arts — Music, Lucerne Festival, Musikschule Luzern, KKL Luzern and other partners. Musicians and dancers with and without disabilities stood on stage together; acoustic instruments met electronic sounds and music-technological instruments such as Soundbeam and Motion Composer. Access measures such as audio description and sign language were also integrated into the performance as artistic elements.

Before the event, the audience was able to try out the music technology used in the performance in the foyer; people with visual impairments also had the opportunity to explore the instruments on stage haptically. The response to the concert was very positive: after around one hour of music, there were

standing ovations. Feedback from the audience and ensemble showed that the project was perceived as an innovative concert experience and as a contribution to raising awareness.

Another step in the area of accessibility was the introduction of tactile concert introductions for people with visual impairments. These built on the pilot workshop held in 2024 with blind and visually impaired people at Blickfeld Horw and aimed to create haptic access to regular Lucerne Festival concerts. The focus was not on special events, but on inclusive measures that complement attendance at regular concerts. Before the concert, guests were given the opportunity to touch instruments, feel materials, perceive vibrations and create sounds themselves. This was supplemented by a content-based introduction to the concert that followed.

Regional partners such as Blickfeld Horw and the Fachstelle Sehbehinderung Zentralschweiz were important for the development and implementation. They contributed their expertise to the design of the tactile introduction, to reaching the target group and to on-site support. At the same time, the implementation showed that making contact with the target group is challenging: of the two planned dates, only one could take place, with seven participants. The format itself was positively received by those who took part.

NEXT STEPS

Following the extensive projects of 2025, the focus in the area of social sustainability in 2026 will be on further opening up the Festival program to young and new audiences. New and further developed formats are intended to enable different forms of access to music — in the concert hall, in public spaces and in formats that make the classical concert experience accessible from new perspectives.

One important emphasis is the further strengthening of accessible concert formats. On the evening before the official opening concert, Lucerne Festival is launching two new formats: “Overture” in the KKL Concert Hall and “Classical Music for All: Open Air” on Europaplatz. These two formats open up different forms of access to music. While “Overture” launches the Festival in the concert hall even before the official opening, “Classical Music for All: Open Air” brings music outdoors to Europaplatz. Admission to both events is free.

The “Mittendrin” format, in which the audience sits among the musicians on stage, also opens up an immediate and immersive perspective on the interaction between orchestra and conductor. “In den Strassen: City Stage” further develops the previous street music festival: in cooperation with guerilla-classics, both announced performances and surprise pop-up concerts are planned throughout the city over six days. Young musicians from the Lucerne Festival Academy and other ensembles will bring Lucerne to life — with formations such as a marching band or the “Symphonic Jukebox”.

For children, young people and families, the “Luege | Lose | Erläbe” offer will also be expanded. In 2026, any concert in the KKL Concert Hall can be selected in order to take along a child or young person for CHF 10. This gives young people straightforward access to regular concerts at the Summer Festival.

In 2026, the offer for schools will be newly conceived: “Klassikzimmer” will provide exclusive special concerts for school classes and rehearsal visits with major orchestras at KKL Luzern. The aim is to give schoolchildren an immediate first encounter with classical music — through the concert experience in the main hall, internationally renowned orchestras on stage and accompanying education offers around the Festival visit.

ENVIRONMENTAL SUSTAINABILITY



Lucerne Festival measures and analyzes the environmental impact of its operations every year and implements targeted measures to reduce its environmental footprint. The focus is on minimizing CO₂e emissions and promoting biodiversity in collaboration with regional environmental organizations. In its sustainability strategy, Lucerne Festival is guided by the Sustainable Development Goals (SDGs) of the United Nations; in the area of environmental sustainability, specifically by SDG “13: Climate Action” and SDG “15: Life on Land”.

Zurich Insurance supports Lucerne Festival in its environmental sustainability strategy as a climate partner and provides expert guidance in the areas of sustainability and climate protection.

REVIEW 2025

CO₂e footprint 2025: development and influencing factors

As in previous years, Lucerne Festival also recorded its CO₂e footprint in 2025. The CO₂e balance is calculated in collaboration with myclimate. This makes it possible to track developments over time and identify optimization potential. The calculation covers the Spring and Piano Festivals, the Summer Festival, Lucerne Festival Forward, the Lucerne Festival Academy and the Festival's year-round office operations. In 2025, there were no tours by the Lucerne Festival Orchestra or the Lucerne Festival Contemporary Orchestra.

The overall balance for 2025 shows an increase in the CO₂e footprint compared with the previous year. Compared with 2024, total emissions rose by 28.8%, or 486 t CO₂e, to a total of 2,176 t CO₂e. This development is due in particular to the significantly higher number of visitors (+17.7%), to additional projects such as Lucerne Festival Ark Nova and “Quak: Klänge am Wasser”, and to a methodological adjustment in data collection. Per-capita emissions also increased, though less strongly than absolute emissions: they rose from 25.1 kg to 27.5 kg CO₂e per person, an increase of 9.4%.

Metric	2022	2023	2024	2025	Change 2025 vs 2024	Change 2025 vs 2022
Total emissions	1,987 t CO ₂ e	1,774 t CO ₂ e	1,690 t CO ₂ e	2,176 t CO ₂ e	+28.8% / +486 t CO ₂ e	+9.5% / +189 t CO ₂ e
Per-capita emissions	35.7 kg CO ₂ e	24.2 kg CO ₂ e	25.1 kg CO ₂ e	27.5 kg CO ₂ e	+9.4%	-23.0%

A central factor in the significant increase was the more precise recording of visitor mobility. At the 2025 Summer Festival, a detailed survey of visitors’ travel behavior was conducted for the first time. In previous calculations, visitor mobility was based on a blanket estimate by the federal authorities, assuming one third each for car, public transportation and walking/cycling. The new underlying data now show a more differentiated picture: around 65% of visitors traveled by public transportation, around 22% by car, 11% by bicycle or on foot, and 1.53% by air. The share of public transportation is therefore significantly higher than previously assumed. At the same time, the newly recorded share of air travel has a disproportionate impact on the overall footprint due to the high level of emissions.

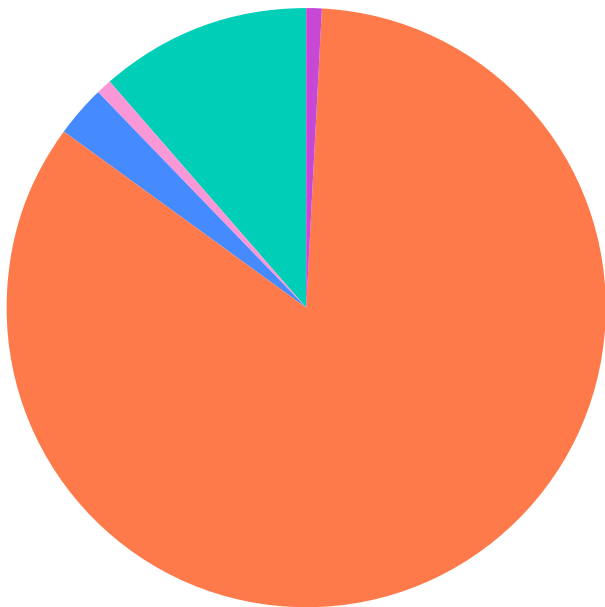
Mobility therefore remains the largest source of emissions and accounts for more than 80% of total emissions. The increase compared with 2024 is accordingly primarily attributable to developments in this area, particularly visitor mobility. The Summer Festival remains the largest item within the footprint, with 1,498 t CO₂e. The increase of 446 t CO₂e compared with the previous year can be explained by the Lucerne Festival Ark Nova and “Quak: Klänge am Wasser” projects, more visitors and the adjusted underlying data for visitor mobility.

The influence of the changed underlying data is also evident in the other festivals and in further areas. At the Spring Festival and Lucerne Festival Forward, mobility emissions in particular rose significantly, which in both cases is attributable to the more precise recording of visitor mobility as well as to a significantly larger ensemble. At the Piano Festival, too, visitor mobility carries greater weight. By contrast, the Lucerne Festival Academy shows a more stable picture: since visitor mobility is already allocated to the Summer Festival, it is not a factor here. Although total emissions were around 5% higher than in 2024, the higher number of participants meant that per-capita emissions fell by around 12%.

Further reductions were also achieved in individual areas that can be directly influenced. At the Summer Festival, emissions from printed materials fell by 10%, or 8.4 t CO₂e. In office operations, lower emissions from printed materials and supplies as well as from business travel contributed in particular to the reduction: emissions from printed materials and supplies decreased by 63%, while those from business travel fell by 31%. These developments show that progress continued to be made in individual operational areas, even though this could not offset the strong increase in mobility.

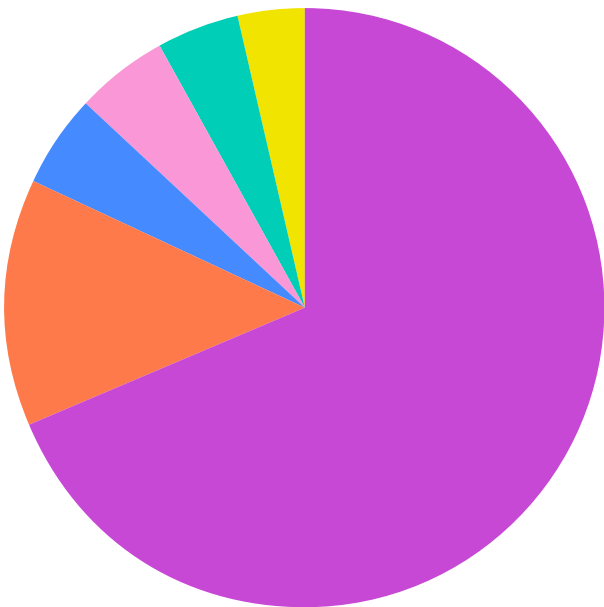
Lucerne Festival’s long-term goal remains to reduce its CO₂e footprint by 12% by 2027 compared with 2022. Due to the new underlying data, the overall footprint in 2025 is around 10% above the 2022 reference value. However, comparison with previous years is possible only to a limited extent, because the increase is not due solely to additional emissions, but also to the more precise recording of visitor mobility, including the air travel component recorded separately for the first time. At the same time, the per-capita figure shows that emissions per person remain around 23% below the 2022 level despite additional projects and the adjusted underlying data.

CO₂E SHARE BY CATEGORY



	%	
Mobility	84.1	
Materials	11.2	
Transport	2.7	
Energy	1.1	
Catering	0.9	
Waste and recycling	0.0	

CO₂E BY FESTIVAL/AREA



	%	t CO ₂ e	
Summer Festival	68.8	1,498.3	
Lucerne Festival Academy	13.4	292.1	
Forward-Festival	5.0	109.0	
Office	5.0	107.9	
Spring Festival	4.2	91.2	
Piano Fest	3.6	78.0	
TOTAL		2,176.5	

Sustainability project 2025:**“Quak: Klänge am Wasser”**

With “Quak: Klänge am Wasser”, Lucerne Festival continued its commitment to biodiversity in 2025. After the projects with BirdLife Luzern, which in previous years had been dedicated to birds as the “musicians of nature”, amphibians took center stage in 2025. Together with Pro Natura Luzern, Europa-platz in front of KKL Luzern was transformed into a recreated habitat for frogs and toads. The project thus focused on a group of animals that is closely connected to the element of water, has characteristic calls and is highly endangered in Switzerland.

The project combined ecological awareness-raising with music education. In addition to the water area, a land habitat was created with an interactive educational trail presenting five amphibian species. Using QR codes, visitors could first hear only the animals’ original calls, then the calls together with their musical imitation by an instrument, and finally the instrument alone. The musical imitations were recorded by five musicians of the Lucerne Festival Contemporary Orchestra. At the opening of the installation, a short work composed by Daniel Schnyder especially for the occasion was performed. This made the connection between amphibian calls, instrumental sounds and biodiversity directly tangible for guests and passers-by.

In addition to the installation, various education formats were created for different target groups. Interested visitors could attend guided amphibian tours; for primary school classes, the workshop “Quak: Das Kröten- und Froschkonzert” was developed. In it, children learned about amphibian calls, experimented with instruments and jointly created their own toad and frog orchestra. The workshop was held 19 times in total; 19 school classes with more than 400 children and teachers took part.

Feedback from teachers confirmed the format’s potential to connect environmental topics with musical experience in a playful way.

With “Quak: Klänge am Wasser”, Lucerne Festival used the public space in front of KKL Luzern to make an environmental topic accessible in a hands-on way. The project showed how biodiversity, nature observation and music education can be connected so that ecological awareness-raising does not remain abstract.



School workshop “Quak: Das Kröten- und Froschkonzert”
© Andreas Becker/Lucerne Festival



Hedge maintenance in Pfeffikon/LU
© Lucerne Festival

Hedge maintenance in Pfeffikon/LU

Alongside the new amphibian project, the long-term commitment to the hedge in Pfeffikon/LU was also continued. In June 2025, the Lucerne Festival team lent a hand at Gaia's Farm in Pfeffikon for the third time. After around 1,000 shrubs such as buckthorn, cornelian cherry, privet, wild rose and wayfaring tree had been planted together with BirdLife Luzern in 2023 and tended for the first time in 2024, the next maintenance day followed in 2025 to continue giving the approximately 400-meter-long hedge good growing conditions.

Together with BirdLife Luzern, Lucerne Festival staff removed grass and weeds around the young shrubs so that they would have enough light and space for further growth. Since the hedge is now thriving and has become attractive to animals such as deer and cows, new wildlife protection fences were also

installed. The project begun in 2023 was thus not only continued, but maintained over the long term. Over the coming years, the hedge is intended to develop into a diverse habitat for insects, birds and other animal species.

Further measures: resource conservation and Cause We Care

In addition to the biodiversity projects, Lucerne Festival implemented further measures in 2025 to improve the use of resources and support more sustainable mobility. Festival banners that were no longer being used were turned into bags in collaboration with the Brändi Foundation, and these were very well received. The banners from 2025 are also to be repurposed and sold in 2026. In office operations, double-sided printing was also introduced as the standard for office printouts.

Participation in myclimate's "Cause We Care" program was also continued. When buying tickets, Festival visitors can donate CHF 2 for environmental protection. As thanks, Lucerne Festival doubles the amount and places it in a dedicated Cause We Care fund. This supports the "Beatenberg-Habkern Natural Forest Reserve" climate protection project in the canton of Bern and helps finance the 40% RailAway discount. In 2025, guests contributed CHF 778. In line with the Cause We Care approach, this amount was doubled by Lucerne Festival.

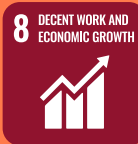
NEXT STEPS

In the area of environmental sustainability, Lucerne Festival will again implement a regional sustainability project in collaboration with Pro Natura Luzern in 2026. With "Traumoase", an installation-based sound oasis that connects nature and music will be created on Europaplatz directly in front of KKL Luzern. At its center are excerpts from four works with a strong connection to nature, which will be made audible via QR codes and interpreted together with Pro Natura Luzern from both a musical and nature-related perspective. This will create a public place for listening, lingering and discovery that combines nature experience and music education. In the accompanying workshop for primary school classes from grades 3 to 6, children will engage more deeply with the excerpts, compare their perceptions and translate their impressions using different materials.

Practical engagement for biodiversity will also continue in 2026. After the hedge planted in 2023 and maintained for three years in Pfeffikon/LU has grown large enough to continue growing independently, Lucerne Festival will shift its focus more strongly to wetland maintenance in 2026. In connection with last year's "Quak: Klänge am Wasser" project, a work assignment will be carried out together with Pro Natura Luzern in the Ronfeld protected area.

Another focus is sustainable mobility. The RailAway discount for travel by public transportation will be increased to 50%. This is intended to continue supporting visitors in traveling to the Festival by public transportation. In office operations, the assessment of more energy-efficient windows will also continue after implementation could not yet be achieved in 2025.

ECONOMIC SUSTAINABILITY



Lucerne Festival is not only Switzerland's largest classical music festival and one of the world's leading classical music presenters, but also an important economic factor for Lucerne. The economic impulses generated by the Festival extend far beyond the concert operation itself: they affect tourism, hospitality, retail and numerous other sectors. An impact study conducted by McKinsey in 2024 shows how Lucerne Festival strengthens regional value creation. In the area of economic sustainability, Lucerne Festival is guided by SDG "8: Decent Work and Economic Growth".

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The results of the impact study show that Lucerne Festival generates an annual regional value contribution of CHF 45 to 50 million and creates between 230 and 270 jobs. The study also showed that the behavior of Festival visitors differs significantly from that of regular tourists – with tangible positive effects for the Lucerne economy:

- Festival visitors stay in Lucerne for twice as long on average as regular tourists: four nights instead of two.
- They spend 2.3 times more on average than regular tourists.
- In total, the Festival operation generates direct annual expenditure of CHF 27 to 30 million in the Lucerne region – particularly for hotels, restaurants and other services.
- In addition, secondary and tertiary economic effects generate a further CHF 18 to 21 million in value creation.

The study also confirms that Lucerne Festival is strongly anchored in the regional economy. 83% of the Festival's operating expenditure remains directly in the Lucerne region, and 95% in Switzerland. The Festival thus contributes not only to local economic strength, but also to the promotion of sustainable economic structures by preferentially involving local companies and creating jobs.

With annual income of around CHF 18 million, Lucerne Festival has a self-financing ratio of 91%: 47% of income comes from sponsorship, foundations and private support, 44% is generated through ticket sales and the concert operation, and 9% of the budget, around CHF 1.7 million, comes from sub-



KKL Luzern
© Manuela Jans/Lucerne Festival

sidies from the City and Canton of Lucerne. Around 4% of total income flows back to the public sector in the form of ticket taxes.

As one of the world's leading classical music festivals, Lucerne Festival also helps position Lucerne globally as a cultural and tourism destination. The Festival's media presence in print, online and social media corresponds to an annual equivalent value of CHF 4 to 5 million; of this, CHF 2 million is attributable to paid media and a further CHF 2 to 3 million to unpaid media coverage. In addition to its artistic appeal, the Festival serves as a platform for exchange between international cultural, business and tourism stakeholders. The impact study shows that Lucerne Festival strengthens the attractiveness of Lucerne as a business and cultural location through its far-reaching network, structural and image effects.