

KALAALLIT NUNAAT

... AND ALL THAT WE SHARE

STRATEGY 2035 FOR VISIT GREENLAND



FOREWORD

TOGETHER FOR THE FUTURE OF TOURISM

3

INTRODUCTION

ALL THAT WE SHARE

4

PROCESS

SHARED STARTING POINT

6

AMBITION AND MISSION

TURNING GROWTH INTO VALUE

8

FUTURE

**THREE SCENARIOS FOR TOURISM
IN KALAALLIT NUNAAT**

13

GOALS AND INITIATIVES

OUR GOALS FOR 2035

17

TOGETHER FOR THE FUTURE OF TOURISM

Tourism in Kalaallit Nunaat is more than an industry – it is an opportunity to strengthen our community, our society, and our way of being in the world. The new airports mark the beginning of a new chapter, as our country becomes more open and connected to the world than ever before, and where tourism holds the potential to create lasting value for our society. The next ten years will bring growth and opportunity, but also challenges that will require deliberate strategic choices and coordinated action.

Naalakkersuisut's (Government of Greenland) National Tourism Sector Plan defines tourism as a strategic industry – expected to create value for the entire country – not as an end in itself, but as a means to strengthen the economy, society, and shared national prosperity.

Tourism is much more than the visitors themselves. It is part of our society, and we are all part of tourism. It creates opportunities that we must continue to build on – from new jobs and entrepreneurship to improved infrastructure and responsible industry development.

Tourism should contribute to a stronger health-care system, lay the foundation for new housing development, and open doors for more young people to find employment. It should enhance quality of life across the country and strengthen our pride in all that we share. Our pride in Kalaallit Nunaat.

At the same time, we must ensure that tourism is developed responsibly and with respect for what makes our country unique – our nature, culture and our deep sense of connectedness as a people.

At Visit Greenland, we play a central role in turning the ambitions of the Tourism Sector Plan into action. With this strategy, we set the long-term goals for tourism towards 2035 and outline our first concrete steps as the National Tourist Board of Kalaallit Nunaat.

This 10-year strategy is grounded in our shared values, our knowledge and experience, and in the recognition that tourism must be developed on Kalaallit Nunaat's terms and for the benefit of the entire country.

Visit Greenland's Board of Directors,
March 2025



INTRODUCTION

ALL THAT WE SHARE



Kalaallit Nunaat is our country. We are Kalaallit Nunaat.

Our country is much more than a place. More than the two million square kilometres on the world map, more than a unique travel destination in the world, more than shifting headlines in global media.

Kalaallit Nunaat is the mountains that stand firm in the storm. The sea around us, that gives and takes. It is the ice creaking beneath the sled, and the wind that carries our words and thoughts.

Kalaallit Nunaat is our life, our love, and our pride. It is our shared hope for the future, our heritage and knowledge passed through generations. Kalaallit Nunaat is our home because it lives within us, from here to eternity.

Kalaallit Nunaat is all that we share. It's not a backdrop in a bigger picture; it's our connection to the land, and to nature. It is a part of us that shapes our everyday lives, our traditions, and our way of being in the world.

It is our shared responsibility.

Being united around Kalaallit Nunaat also means that we share a responsibility for how we present it to the world – and how we invite visitors to our country. Because tourism unfolds right here, where it touches much of what we care about and love. It doesn't exist apart from us or separate from our everyday lives. It is woven into our landscapes, our communities, and our lives.

OUR WINDOW TO THE WORLD

Tourism brings people to our country, it creates encounters and opportunities, it opens a window to the world – and offers the world a window into us. As tourism grows, it will also impact our surroundings, our land and resources, and our communities. Tourism must never take more than it gives. It must not alter what defines us, or what brings us together. We want tourism that respects nature, culture, and community. Tourism that actively participates and contributes to all of society, and for everyone to benefit from tourism, we must all take part in it. We must take responsibility for it. Together.

That is why Visit Greenland belongs to all of us, not simply as an organisation responsible for tourism and for telling the story of Kalaallit Nunaat to the world, but as a space where, together, we shape tourism and the value it brings. For Kalaallit Nunaat and all that we share.

PROCESS

SHARED STARTING POINT

With this strategy, we are on a path we have laid together, and one we will keep shaping and forming in the years to come.

NEW TIMES – NEW OPPORTUNITIES

We live in dynamic times where change is part of everyday life and adaptation a constant necessity. That is why this strategy will also need to evolve and adapt to reflect new circumstances, emerging opportunities, and challenges.

It comes at a moment in time, in the middle of history, when the development of tourism is gaining strength and speed with increased access and connectivity. This is a new era, built upon strong experience and with great expectations for what lies ahead.

This strategy is the result of many important conversations. Since the entire tourism sector gathered at the Towards Better Tourism (TBT) conference in 2023 and developed a shared pledge for better and responsible tourism, it has been clear what kind of tourism we want – a kind we can only build together. We want tourism development for and with Kalaallit Nunaat – shaped on nature’s terms, supporting local communities, and creating better opportunities across the entire country.

This foundation gives the strategy both direction and form.

SHARED DIRECTION

The development and publication of the new national Tourism Sector Plan has helped lay the groundwork for the future of tourism in our country. We continue to build on a broad range of insights and priorities gathered through open fora, consultations, public sentiment surveys, market analysis, and assessments of our tourism capacity, infrastructure, and readiness to welcome guests – all of which have shaped the foundation of this strategy.

At Visit Greenland, we take on a significant responsibility for ensuring a balanced and responsible development of tourism, while also inviting broader, shared responsibility so that we can move forward in the right direction, together.

AMBITION AND MISSION

TURNING GROWTH INTO VALUE

BUILDING UPON THE TOURISM SECTOR PLAN

We are building upon the shared vision for tourism laid out in Naalakkersuisut's Tourism Sector Plan towards 2035:

In 2035, Kalaallit Nunaat is a world-class Arctic tourism nation. Tourism is a key industry that contributes significantly to the development and prosperity of society. Tourism creates value – both economically and culturally. Tourism benefits everyone and makes the country an even better place to live.

THE SECTOR PLAN'S FIVE GOALS FOR 2035

To realise this vision, Naalakkersuisut has outlined five goals for 2035:

- Tourism will account for 40% of the country's total export value.
- The number of tourists will have doubled and revenue per tourist will have increased.
- More than 2,000 people will be employed in the tourism sector.
- 75% of tourism capacity will be utilised all year round.
- All tourism operators will have a formalised sustainability policy.

TOURISM THAT CREATES VALUE

The Sector Plan sets targets for increased export value, a doubling of tourist numbers, increased revenue per visitor and improved year-round capacity utilisation. At the same time, the plan emphasises tourism's broader contribution and benefit to society, because growth is only part of the picture – what truly matters is that tourism creates real and lasting value for local communities, businesses, culture and nature.

Value-creating tourism is tourism that gives more than it takes. It creates local jobs. It supports new business opportunities, encourages entrepreneurship and strengthens the customer base for local shops and restaurants.

It helps develop local experiences and cultural offerings. It builds connections between our associations, researchers, education programmes and guests from abroad. It creates opportunities, relationships, and friendships between people.



VISIT GREENLAND WILL CREATE VALUE

Visit Greenland supports the objectives of the Tourism Sector Plan to generate tourism growth in close collaboration with all relevant players across the tourism ecosystem.

We take on a special responsibility and focus to ensure that growth translates into broader value creation for our society. That is why we have defined our ambition to consistently guide our efforts and contribute to the national vision for tourism towards 2035:

By 2035, together we have turned growth into value and strengthened all that unites us as Kalaallit Nunaat.

We choose tourism. Not as spectators but as those who invite it. It is not about being the biggest or the first. It is about shaping tourism that is right for us: meaningful and truly valuable for our country.

We want value-creating tourism that supports our social cohesion, strengthens our infrastructure, and contributes to sustaining our healthcare service and education.

Value-creating tourism means growing not only in numbers but in quality – with visitors who stay longer, spend more and engage more deeply.

At the same time, tourism must be developed with care for the resources it relies on. Value-creating tourism actively contributes to the preservation of nature and culture, strengthens sustainable business models and supports mechanisms such as tourism taxes or nature preservation initiatives to ensure that the impact and footprint of tourism is balanced by its contribution.

Finally, value-creating tourism is about relationships – between guests and hosts, between businesses and partners, between tradition and innovation. When developed with care, tourism becomes a long-term strength for society as a driving force for a richer, more diverse and more sustainable Kalaallit Nunaat.



VISIT GREENLAND'S SPECIAL RESPONSIBILITY

The ambition of value-creating tourism is not one we pursue alone at Visit Greenland. But as the National Tourist Board of Kalaallit Nunaat, we hold a special responsibility and a guiding mission:

Our mission is to promote and develop tourism on Kalaallit Nunaat's terms. Always in close partnership with the public, the industry and the guests, and always rooted in all that we share as a people, as a country, and as part of the nature that lives within and around us.

WE DEVELOP TOURISM TOGETHER

It is through strategic partnerships that we carry out targeted marketing, sharing Kalaallit Nunaat with the world.

It is through partnerships that we create and share the knowledge needed, ensuring tourism growth becomes value that enriches the entire country, while safeguarding what matters most: The nature, the community, and the generations to come.

It is through collaboration with the tourism industry that we develop and strengthen the long-term value creation of tourism. And it is together with the people of Kalaallit Nunaat that we continuously adapt and shape tourism, so it contributes as much as possible to the whole country.



OUR MISSION:

Our mission is to promote and develop tourism on Kalaallit Nunaat's terms. Always in close partnership with the public, the industry and the guests, and always rooted in all that we share as a people, as a country, and as part of the nature that lives within and around us.

OUR AMBITION:

By 2035, together we have turned growth into value and strengthened all that unites us as Kalaallit Nunaat.



FUTURE

THREE SCENARIOS FOR TOURISM IN KALAALLIT NUNAAT





With new airports, shifting global travel patterns, technological advancements, economic transitions, geopolitical tensions and climate change, our reality is that the world's interest in Kalaallit Nunaat is growing, and our country is more connected to the world than ever before.

Many trends and forces are shaping the future of tourism; we know this from analyses, projections and experiences of other destinations. While no one can predict the future, it is essential that we consider the opportunities and challenges we will need to navigate. That is why we draw on three scenarios* for tourism development towards 2035. These scenarios have not been developed by, or commissioned by, Visit Greenland and they do not reflect our own position or desired future. We use the scenarios as lenses that offer a glimpse into what might be – shaped by the choices we make together, today and in the years to come.

SCENARIOS FOR SHARED REFLECTION

The scenarios are not predictions of one specific future, but rather tools to help us assess how different pathways of development might shape the role of tourism in our society. The three scenarios are included here in this strategy, to create a shared basis for understanding and discussion of the strategic choices we face – not just for today but in the coming years, as we work to balance the development of tourism in our country.

By 2035, tourism in Kalaallit Nunaat will likely contain elements of all three scenarios. The challenge is not to choose one scenario over the other but to understand how to balance growth, value creation and responsible local development.

*The scenarios are strongly inspired by “*Three possible scenarios can shape Greenland’s tourism*”, by Carina Ren, Associate Professor of Tourism and Cultural Innovation, Aalborg University, and Head of AAU Arctic. Published in *Altinget.dk*, September 2024.



SCENARIO 1:

MASS TOURISM – KALAALLIT NUNAAT ON THE GLOBAL TRAVEL LIST

In this scenario, Kalaallit Nunaat experiences a surge in tourism, driven by increased accessibility and a global travel industry that is constantly in search of new destinations. Visitor numbers rise significantly, especially in Nuuk and Ilulissat, and traditional adventure tourism is supplemented by a rapidly growing number of budget-conscious travellers, cruise passengers, and Free Independent Traveller (FITs) from around the world.

The growth creates economic opportunities and new jobs, and the rise in tourism supports public investments in new infrastructure, healthcare and education. At the same time, this rapid and large-scale growth also presents major challenges: increased pressure on infrastructure and natural resources, impact on the housing market, and rising tensions between local communities and tourism. The sector faces a growing shortage of labour – especially as few young people are attracted to tourism as a career path. Kalaallit Nunaat's tourism sector is attracting more international investors, but local operators are struggling to keep up with the pace of development.



SCENARIO 2:

NICHE TOURISM – HIGH-SPENDING AND EXCLUSIVE

In this scenario, tourism is characterised by fewer but high-spending guests who seek rustic luxury, authentic and high-quality experiences. Kalaallit Nunaat is a niche destination for adventurers and high-end travellers.

New luxury lodges, boutique hotels and tailor-made expeditions flourish, and the market is dominated by affluent adventurers in search of unique, curated experiences in nature. Local operators develop strong partnerships with international high-end travel companies and experience providers, and the economic footprint per visitor is significantly higher than today.

On the other hand, there is a risk that the value created is unevenly distributed, and tourism is perceived as excluding local communities. The demand for luxury experiences can drive up property and housing prices, while small businesses and local vendors are squeezed out by more exclusive shops and restaurants that cater to high-end tourists. At the same time, reliance on a single niche segment can make destinations more vulnerable to economic and political shifts.



SCENARIO 3:

LOCAL AND REGENERATIVE TOURISM – IMMERSIVE AND PARTICIPATORY

In this scenario, tourism is closely linked to cultural encounters and special communities, events and purpose-driven programmes where guests actively participate in local initiatives and projects. For example, guests come to Kalaallit Nunaat as part of exchange programmes or education, to attend events and conferences, or as groups with special interests. Tourism products are designed to strengthen and share our values, traditions and ways of life, with economic benefits primarily circulating among local players. Tourism is experienced as meaningful and personal, and the barriers to starting a business are low.

On the other hand, growth is slower and competition for the relatively small tourism market is intense. It is difficult to achieve critical mass and, in turn, to achieve a sustainable business foundation, much like it will be difficult to generate the level of tourism value that the national targets reflect.

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FROM SCENARIOS TO ACTION

We use the scenarios as a basis for reflection, helping us to make choices that continuously support the most value-creating guest segments, promote the long-term and sustainable development of the tourism sector and shape the framework for how we want to invite tourism here.

This strategy is built upon the belief that we can influence the future by making conscious choices and that we are prepared to navigate a future where trends from all three scenarios will come into play.

Based on our shared reflections on the scenarios and on the future role of tourism in Kalaallit Nunaat, we in Visit Greenland move forward with new strategic initiatives.

In the following, we outline our objectives and goals for 2035 and the strategic initiatives that will set us firmly on the path towards them.

GOALS AND INITIATIVES

OUR GOALS FOR 2035

We need long-term goals that guide both direction and meaning – also in times of change, here and across the world. At the same time, the path to reach our goals will require continuous adaptation, fresh thinking, and new partnerships to ensure the best possible development for our country and all that we cherish and protect together.

Our lives are interwoven with the forces of nature, and we are used to reading the weather and navigating changing conditions when storms arise, or our path is blocked. We will use this same approach to strategically develop the tourism future of Kalaallit Nunaat – with direction, respect for all that we share, and with adaptability when needed.

WHAT WE AIM TO ACHIEVE BY 2035 – AND THE FIRST STEPS ON THE WAY

We have defined three strategic objectives for the next 10 years. These objectives support Naalakkersuisut's Tourism Sector Plan towards 2035, and create a clear framework for Visit Greenland's work, where we continuously adapt our initiatives and efforts for maximum impact and value creation.

VISIT GREENLAND'S THREE STRATEGIC OBJECTIVES

Tourism is something we create together. That is why we, as a people, must feel a strong, shared sense of ownership for tourism and its contribution to our society.

Tourism must create value for all of Kalaallit Nunaat, while actively contributing to the care and protection of all that connects us.

Tourism must care for and protect our land, and must be developed in balance with our most valuable resources: Our nature, culture and local communities.

The goals focus on the contribution of tourism to society – economically, socially, environmentally. They focus on tourism that develops across the entire country, on tourism that creates value for our people and strengthen Kalaallit Nunaat, not only as a responsible tourism destination but as a nation and a community.

RESPONSIBLE COMMUNITY

We cannot reach our objectives through our work in Visit Greenland alone. It will require shared, responsible collaboration across the tourism sector and with the greater public. Still, these objectives set a clear direction for our work and our priorities towards 2035.

In the following, we outline Visit Greenland's three overall objectives in more detail: how they relate to the targets of the Tourism Sector Plan, the goals that ensure we can measure progress, and the key strategic initiatives and actions we will prioritise between 2025 – 2030. This is by no means an exhaustive list of everything Visit Greenland undertakes, but it highlights the central strategic priorities for the coming years – priorities that will continue to evolve and will need to be adjusted and adapted over time.





GOAL 1

TOURISM WE CREATE TOGETHER

We set the direction for tourism together, and we are united in inviting tourism here. That is why, as a people, we must also experience and feel a strong sense of shared ownership of tourism and the value it brings to our society.

The Tourism Sector Plan sets out that tourism must benefit everyone, make the country an even better place to live and increase employment within the tourism sector. To achieve this, tourism must be widely experienced as a positive force across the country and be seen as an attractive career path, also for future generations.

VISIT GREENLAND'S GOALS ARE:

- **By 2035, 80% of people** in Kalaallit Nunaat feel that they can influence tourism in their communities.
- **By 2035, 75% of people** in Kalaallit Nunaat feel that tourism contributes positively to their community.
- **By 2035, at least 50% of the youth** in our country consider tourism an attractive sector to seek opportunities and employment.
- **By 2035, over 75% of the population** feel that tourism – and the way we invite it – contributes to greater pride in our country and a stronger sense of community.

GOAL 1

TOURISM WE CREATE TOGETHER

Visit Greenland's strategic initiatives and priorities 2025-2030

NUNARPUT NUAN: We develop and implement a structured dialogue model to engage the public with tourism. Our focus is to ensure ongoing value creation at the local level, and broad ownership of tourism development and how it can contribute to the nation.

NEW METRICS TO UNDERSTAND PUBLIC ATTITUDES AND PERCEPTIONS OF TOURISM: With international partners, we develop new research-based methods to measure and define more qualitative indicators of public sentiment, including experience and support of tourism.

CULTURALLY ROOTED ACTIVITIES: We create new opportunities for positive, authentic encounters between locals and guests, sharing our cultural heritage – for example, through dance, choirs, dog sledding and culinary traditions.

THE FUTURE TOURISM INDUSTRY: We inspire the future tourism industry by actively engaging in tourism education and supporting initiatives that highlight it as an attractive sector for employment and entrepreneurship.

NEED FOR LABOUR AND SKILLS: We collaborate with labour market stakeholders to identify the skills and competencies required of the tourism sector's future workforce.

GOAL 2

FROM TOURISM GROWTH TO NATIONWIDE VALUE

By 2035, tourism must create value for all of Kalaallit Nunaat while actively helping to safeguard all that connects us. The Tourism Sector Plan sets targets for doubling the number of tourists as well as increasing revenue per visitor. This requires us to focus on inviting tourism that brings real value to our country – through spending patterns and demand for high-quality experiences, through longer stays, and through a wider geographical spread of tourism activities.

We do this through the stories we share with the world, through targeted marketing to the right segments, through strengthened communication to visitors about responsible behaviour and respect for nature, culture and local communities, and through a focus on regional marketing – also across seasons. We work to strengthen the digital maturity of the tourism sector, so local operators become more visible, accessible and bookable – ensuring that quality and authenticity reach the market.

VISIT GREENLAND'S GOALS ARE:

- **By 2035, more than 50% of tourism growth** comes from high value-adding segments, especially adventure segments.
- **By 2035, more than 50% of our visitors** experience our country as an authentic, responsible tourism destination, offering high-quality and safe experiences.
- **By 2035, 30% of all tourists** visit at least one destination beyond Nuuk and Ilulissat, and tourism growth is more evenly spread across the year, with a greater share outside the current peak season.
- **By 2035, at least 80% of tourism operators** actively use digital tools for marketing, booking or operations. 100% of operators have access to and understanding of relevant digital tools and platforms that enhance visibility, business performance and sustainable operations.

GOAL 2

FROM TOURISM GROWTH TO NATIONWIDE VALUE

Visit Greenland's strategic initiatives and priorities 2025-2030

UPDATED NATIONAL BRAND MANUAL: We launch and implement an updated brand manual that better reflects everything that unites us as a country and as a people, with a strong focus on our nature, culture, our identity and the diversity that exists between destinations and seasons.

POSITIONING AS AN ADVENTURE DESTINATION: We position Kalaallit Nunaat as a unique adventure destination at relevant travel trade events and fairs, and through targeted marketing towards adventure segments with strong potential for broad value creation.

REGIONAL DESTINATION DEVELOPMENT: We engage in strategic partnerships to strengthen the local anchoring of tourism through concrete development projects that create new experiences, boost the industry and ensure local value creation.

REGIONAL BRANDS: We support the regions in developing and maintaining strong regional brands that build on the national brand and reflect each region's unique strengths and identity.

STRENGTHENED COLLABORATION WITH LOCAL OPERATORS: We optimise and relaunch Visit Greenland's B2B website to improve local operators' opportunities for business development, enhance their international visibility, and support partnerships with international travel agents.

HOST FOR VESTNORDEN: We host the largest travel trade fair in the region in 2026 and 2030, aiming to strengthen visibility and cooperation between local operators and international agents.

DIGITAL TRAINING PROGRAMME FOR TRAVEL TRADE: We develop and launch a new digital training programme for travel trade to ensure that international partners gain insights about Kalaallit Nunaat as a responsible and diverse destination and understand how we wish to welcome tourism.

**GOAL 3****TOURISM THAT CARES FOR AND PROTECTS OUR LAND**

By 2035, tourism must be developed in balance with our most valuable resources – our nature, culture and local communities. This places expectations not only on our guests, but also on how we develop the tourism sector and visitor infrastructure together. Data and knowledge should enable ongoing adaptation and informed decision-making.

The Tourism Sector Plan sets the goal that all tourism operators should have a formalised sustainability policy. To promote sustainable tourism that benefits both society and the environment, it is essential to foster sector-wide competency development, with an emphasis on sustainability, safety, and quality. Additionally, it further requires the ongoing collection of data and insights to assess the impacts of tourism on nature and local communities.

VISIT GREENLAND'S GOALS ARE:

- **By 2035, all tourism operators** have access to training and upskilling opportunities related to sustainability.
- **By 2035, 50% of the sector** is certified or holds a recognised sustainability label that also functions as a visible market standard.
- **By 2035, we have implemented** a structured knowledge programme to monitor how tourism creates value and measures how tourism impacts local communities and vulnerable environments, thereby enabling regulation if need arises – based on data, local input and sustainability principles.

GOAL 3

TOURISM THAT CARES FOR AND PROTECTS OUR LAND

Visit Greenland's strategic initiatives and priorities 2025-2030

QUALITY AND SUSTAINABILITY LABELLING FOR THE TOURISM INDUSTRY: We develop a scalable labelling system to ensure high standards of quality and sustainability across the tourism sector. With an accessible labelling and certification programme, our focus is to support the industry in raising the overall quality levels of experiences, products and services offered, and ensure long-term and responsible growth of the sector.

SUSTAINABLE PRACTICES FOR CRUISE TOURISM: At Visit Greenland, our priority for cruise tourism is to develop and implement tools that support responsible practices, ensuring that local communities gain maximum benefit from cruise calls, while minimising potential strain and negative impact.

DATA AND METRICS FOR RESPONSIBLE TOURISM DEVELOPMENT: We strengthen the sustainable development of tourism through Tourism Satellite Account analyses to ensure accurate data on the economic and, eventually, environmental impact of tourism. This is a significant step towards a comprehensive and systematic knowledge programme focused on the value creation of tourism. It includes ongoing visitor and resident surveys, industry consultations, procurement of consumption and mobility data, and continuous data collection to better understand and manage tourism's effects on our country, nature, and communities as a foundation for informed decision-making.

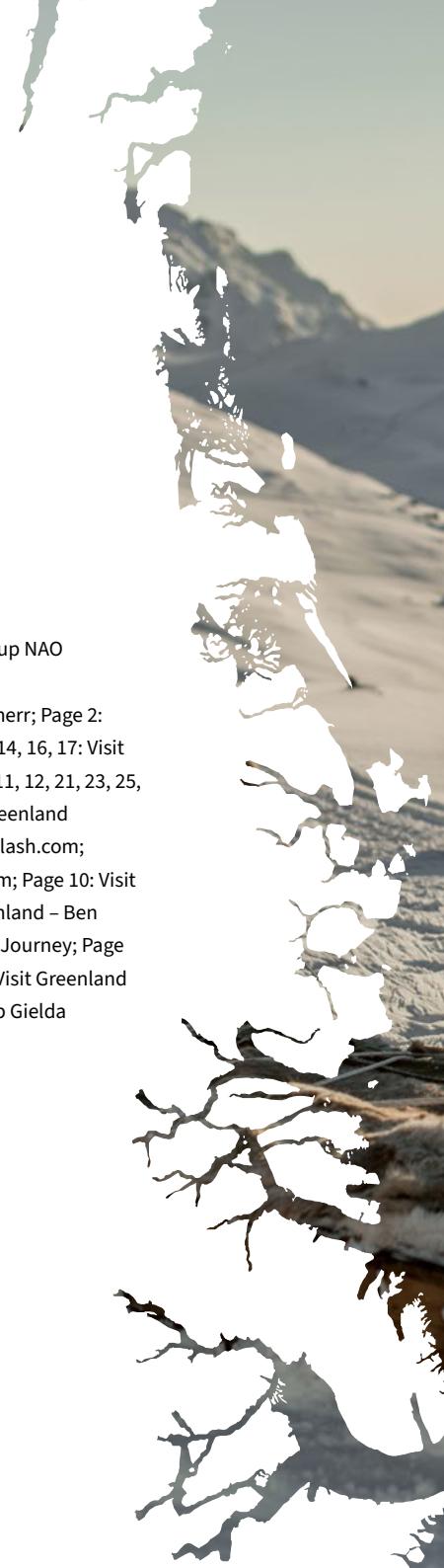
VISIT GREENLAND'S CORE FUNCTIONS

Visit Greenland's strategic initiatives are dynamic and will be continuously adapted in close collaboration with Naalakkersuisut, the industry and local communities, as well as in response to global trends shaping tourism.

In addition to the strategic priorities and initiatives outlined for 2025-2030, Visit Greenland carries out a number of core functions that underpin these efforts and ensure progress towards the strategy's objectives and goals – from marketing and destination development to knowledge sharing, operator support, data-driven decision-making, and international collaboration.

In other words, these functions form the backbone of our work and support all priorities and goals outlined in this strategy. While the strategy sets the overall direction, our annual and detailed action plans translate it into concrete, step-by-step progress towards our shared goals.





TOURISM STRATEGY 2035

KALAALLIT NUNAAT

... and all that we share

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