

The story of L. Hammerich A/S

Chapter 1: Foundation [1855–1883]

A trading company was founded on 9 October 1855 at Fredens Torv 12 in Aarhus. The founder was the merchant J. C. Seidelin, who, together with the company, opened the first speciality building goods store in the city under the name J. C. Seidelin. The store sold items such as bricks, roof tiles, slate, cement and pipes. Until 1855, building products were traded on a small scale by several Aarhus merchants, who obtained their goods from Danish brickworks and Copenhagen importers. Until then, there had been no direct import of foreign building products to Aarhus, but this would change with Seidelin.

When Seidelin's business was born, Aarhus had approximately 10,000 residents. The local newspaper of the time, *Aarhuus Stiftstidende*, was responsible for disseminating the local news. On 4 July 1855, the newspaper featured a piece covering multiple cases of rabies in the city. The outbreak meant that orders had been issued for all dogs to be tied up or fitted with a muzzle. In an attempt to keep the number of stray dogs down, all dogs were also required to carry a special police badge. On 5 October 1855, there was another article stating that the body of a male, who had been robbed, had been found with his throat cut in the area between Aarhus and Marselisborg fields. And on 16 October 1855, the newspaper covered the Aarhusian market prices. Rye, for example, cost 5 Danish rigsdaler and 3 Danish marks, butter cost 2 Danish marks per pound, eggs cost 2 Danish marks for a dozen and the price of a decent dairy cow was 6 Danish rigsdaler. At the time, a Danish mark corresponded to approximately 0.33 Danish øre.

The J. C. Seidelin speciality store was both large and efficient in terms of the standards, prices and economy at the time. For example, between 1873 and 1882, annual turnover was around DKK 80,000 and the shop typically held stock with a value of about DKK 10,000. Seidelin was known for his straightforward approach and good business acumen. At some point around 1870, when the city's first private bank was founded, he was appointed CEO. He became the CEO of Aarhus Privatbank (later known as Provinsbanken), while continuing to run his business alongside the position. In the longer term, however, he was unable to manage both duties and sold both the business and the property at Fredens Torv 12 to Louis Hammerich in January 1884. This marked the end of the Seidelin era – and the start of the L. Hammerich era.

Chapter 2: From Seidelin to Hammerich [1884–1910]

At the age of 25, Louis Hammerich took over the speciality store at Fredens Torv 12 from merchant J. C. Seidelin and the store changed its name to L. Hammerich Forretning i Bygningsartikler. Louis Hammerich trained in commerce with Hans Broge, who ran a large, nationwide business selling products including grain, coal, butter and groceries. A recommendation from Hans Broge in 1883 states:

"As Mr. L. Hammerich is now leaving my business to become an independent trader, I feel compelled, at the end of the time when he has cooperated with me, namely from November 1875, interrupted only by his military service, to give him this testimony of the complete satisfaction that I have always felt for his actions and the respect I have for his dignity, integrity and fairness; and the conviction I have that he deserves unlimited trust in his solidarity and reliability in his future business endeavours. I express this in particular to anyone, domestically and internationally, that I consider my friends in the trade and, as he is establishing himself here in the town from the New Year, I ask all of my friends who can be of service to him to accommodate him and I will be as grateful as I would had it been directed at myself. Hans Broge, Aarhus, 7 December 1883

When Louis Hammerich took over the business, it had an annual turnover of DKK 70,000. Sales were steadily growing. During the first year, turnover increased to DKK 120,000 and by the fifth year of trading it had reached DKK 200,000. In the first of the annual reports authored by Louis Hammerich in meticulous handwriting from 1884 onwards, the young merchant modestly states: "Despite not having any knowledge of the business I took over, I was lucky enough to increase turnover from DKK 70,000 to DKK 120,000 in the first year."

By the late 1880s, the first cement factories were being founded in Denmark. The merchant Louis Hammerich helped establish the "Dania" cement factory at Mariager Fjord and acted as the sole dealer in Aarhus until 1928, when the factory became part of the Dansk Cement Central in Copenhagen. In 1889, L. Hammerich Forretning i Bygningsartikler became the main distributor in Aarhus for the iconic Hasle clinker bricks from Bornholm, just as production began (the company remained its main distributor until the mid-1970s). Together with brickworks owner Rolf Heide, the business bought the "Kragelund" brickworks in Højbjerg near Aarhus in 1901. The brickworks produced approximately 3 million bricks per year, but was sold again in 1918.

In 1894, Louis Hammerich bought the galeas trading vessel "Ellen Margrethe" from Aalborg. The ship carried cement from Mariager, roof tiles from the tile works at Flensborg Fjord, refractory materials, clinker bricks and glazed pipes, as well as baby cribs from Bornholm and Sweden. However, the small shipping company was unable to pay for itself in the long term and the ship was sold in 1904. But the ship's story did not end there. Over the years, the ship endured changes to both its name and owners. The ship still exists today (2007).

The company's turnover grew steadily over the years and, in order to meet growing demand, L. Hammerich Forretning i Bygningsartikler purchased "Fru Kaspersens Plads" on Grønnegade in Aarhus in 1894. The cost of the additional storage space was DKK 14,500 at the time. In addition to Danish construction products, the company also sold foreign construction products. So far, the company had purchased a large proportion of these products through import companies in Copenhagen, but the range was gradually expanding to include goods imported directly from foreign factories such as English and German cement, roofing slate from Norway, the Rhineland and Port Madoc in Wales, English and Swedish clinker bricks, and refractory stone. The company also expanded its product range to include pipe fabric from its own factory in Allingåbro, among other things. Growing demand and the start of wholesale trading meant that by the turn of the century, L. Hammerich Forretning i Bygningsartikler had a turnover of more than DKK 300,000.

In 1909, Louis Hammerich celebrated his 25th anniversary as an independent business owner.

Chapter 3: Conversion to a limited liability company [1911–1926]

Continued growth resulted in a desire to convert the company, which at this time was called L. Hammerich Specialforretning i Bygningsartikler, to a limited liability company. On 29 September 1911, A/S L. Hammerich & Co. was formed with business registration number 645 – and a share capital of DKK 200,000. Procurators Niels Christensen and Thomas Christian Nielsen were co-founders – which is reflected in the 'Co' in the limited liability company's name. However, they left the company in 1913 to found its competitors, Christensen & Nielsen. A/S L. Hammerich & Co. retained all business relationships from the previous company and took over the properties Fredens Torv 12 and Grønnegade 57–59. A/S L. Hammerich & Co. was now a family-owned limited liability company with Louis Hammerich as CEO and sole shareholder.

During the First World War, the company, like other construction companies, was affected by the suspension of imports and stagnation in the construction industry. At the same time, commodity

prices were going up three and sometimes fourfold. Despite its turnover having declined significantly during the war, the company was well-equipped to enjoy a share in the upturn that took place after the end of the war. In 1920, turnover increased significantly and topped one million kroner, despite the fact that, from 1922 to 1925, commodity prices fell to a third of their wartime level. During the First World War, Louis Hammerich bought Provstgården in Mols Bjerger near Ebeltøft as a holiday home for his family. This is where family members would meet whenever possible or to celebrate major events. The trip to Mols took place in a horse-drawn carriage, so it goes without saying that they didn't see each other every weekend.

In 1923, Louis Hammerich's son, Paul Hammerich, was hired as an authorised signatory in the company after completing commercial training in Denmark and abroad. The plan was that he would take over as CEO after his father as part of a generational transition.

Chapter 4: From Fredens Torv to Grønnegade [1927–1930]

In 1927, A/S L. Hammerich & Co. built new, larger office and warehouse buildings at Grønnegade 57–59, where the warehouse space had also been expanded in the past. The property at Fredens Torv 12 was sold and, in October 1927, the company moved its entire business to Grønnegade (today the site of an Aldi supermarket). A showroom was also established here to showcase new building materials. These were wide-ranging and adapted to the requirements and demands of the time. Annual turnover was DKK 1 ¼ million.

In the following years, the company would supply materials to Aarhus passenger and goods station, Aarhus customs office, Aarhus Teater, Port of Aarhus and Aarhus Oliefabrik, as well as hospitals, railway stations, slaughterhouses, dairies, etc. In contrast to the company's first year, when the most significant turnover was in Aarhus and Central Jutland, turnover now increasingly consisted of wholesale sales from warehouses as well as direct deliveries from Danish and foreign factories to the buyer's premises.

In 1929, a celebratory publication was issued for the 75th anniversary of the company's founding.

Chapter 5: Generational change [1931–1936]

A generational change took place at the same time as A/S L. Hammerich & Co. moved to new, modern premises. Louis Hammerich died in 1931 after 47 years with the company. In Aarhus, he was known for his role as guardian of Aarhus Cathedral and his involvement in Aarhus Teater and The Old Town Museum, Den Gamle By. His son Paul Hammerich, who had been promoted to co-CEO in 1927, now became the new sole CEO. Under his leadership, the company developed into a significant nationwide wholesale business. However, Paul Hammerich only had a few years as sole CEO before he died in 1936 at the age of just 43. Aage Filtenborg became the new CEO. He had been an employee for a number of years before taking over the leadership position. Aage Filtenborg was a notable individual and a forward-thinking businessman. He continued to develop the company into a significant nationwide wholesale business.

In 1936, the "Grosserer L. Hammerich og Hustru Ellen, f. Lissbergs Legat" was founded in Aarhus to commemorate the late Louis Hammerich and his wife Ellen Hammerich. Paul Hammerich fostered the idea of establishing a family fund to support a rapidly growing family and workforce at the company. Unfortunately, Paul Hammerich died a few months before his idea could be realised. However, his legacy became a reality and still exists to this day (2007).

Chapter 6: Establishment of A/S Trolldhede Pladeindustri [1935–1938]

In 1935, A/S L. Hammerich & Co. caught wind of a factory located in Trolldhede in West Jutland: A/S Trolldhede Pladeindustri. The factory, which had previously manufactured clothing (around 1924), produced building materials made from pine and spruce in an area where land was cheap, the workforce easy to come by and the raw materials were right on the doorstep. The products were called Danatex and Trolldtekt. A/S L. Hammerich & Co., with Aage Filtenborg at the helm, saw the potential in robust, affordable building materials very early on. The combination of price and quality was crucial in the wake of the construction crisis in the early 1930s. There was a widespread need to build well – and cheaply.

Where in 1866 there was only heathland and in 1902 spruce and pine plantations, in 1936 a modern factory had been established to manufacture Danatex, the only Danish wood fibreboard on the market, and Trolldtekt wood wool panels. A folder from 1936 says:

"As part of 'Det Danske Hedeselskab's (the Danish Heath Association) work for better utilisation of Jutland's forests and plantations and to counteract unemployment, A/S Trolldhede Pladeindustri has established a factory in Trolldhede, where two new types of Danish insulation and construction panels will be manufactured entirely out of wood from the Heath Association's plantations: Danatex, pure wood fibre panels, and Trolldtekt, lightweight construction panels made from a combination of Danish wood and Danish Portland Cement" [*Trolldtekt - then and now, 1936*].

The factory in Trolldhede provided jobs for the area's residents and a weekly wage of around DKK 10. But the factory also represented more than just jobs for the area; it was one of the first buildings in Trolldhede with electric lighting.

The company acquired a significant number of shares in A/S Trolldhede Pladeindustri. There was great potential in the factory, which at the time was owned by local farmers and forest owners. Together with the Copenhagen-based industry company Axel Prior Aktieselskab and Det Danske Hedeselskab, A/S L. Hammerich & Co. would later buy out the other shareholders. Det Danske Hedeselskab, the Danish Heath Association, gradually assumed a less prominent role but continued to guarantee deliveries of wood.

Aage Filtenborg was the driving force behind the further development of A/S Trolldhede Pladeindustri.

He went on to boost production and streamline sales and marketing. Production began in around 1930 after a number of years of producing similar panels abroad for wall and ceiling insulation. The fact that A/S L. Hammerich & Co. continued to produce Trolldtekt and Danatex shows clearly that the company had seen the potential of this modern building material, which combined important properties such as strength, insulation and a light weight. The expectations for Danish cement-bonded wood wool were high and it was predicted to have a healthy future. Its use in the modern Danish construction industry signified a significant reduction in fuel consumption for heating buildings in business and agriculture and potential savings in the millions.

Chapter 7: The Trolldtekt story

The Trolldtekt cement-bonded wood wool panel is an insulation and lightweight construction panel made exclusively from a combination of Danish wood from Det Danske Hedeselskab's plantations and forests in Jutland and Danish cement. Production of Trolldtekt panels began in around 1930 at A/S Trolldhede Pladeindustri in Trolldhede, West Jutland. The special feature of the cement-bonded wood wool panel is that coarse wood wool chips are mixed with grey cement. When wood is encapsulated in cement, it cannot burn or rot. In addition to insulating against cold, heat and

noise, the Trolldtekt panel adds fire-resistant properties to the list. This is the insulation panel that A/S L. Hammerich & Co. eventually went on to invest everything in.

In 1937, Trolldtekt was described as:

"Insulation and lightweight construction panels consisting of mineralised wood wool (wood from Det Danske Hedeselskab's plantations) and Danish Portland Cement. Trolldtekt insulates against heat and cold more than 10 times better than brick. [...] A 5-cm Trolldtekt wall insulates as well as a 2-brick wall. [...] Trolldtekt is highly resistant to fire (flameproof) and unaffected by frost [...] Trolldtekt is sound-absorbing, weather-resistant, [...] easy to handle and process, can be cut, drilled and nailed. [...] Trolldtekt can be used in any type of building in combination with wood, iron, concrete, masonry or as an independent partition. In addition, the material is also extensively used in connection with the renovation and restoration of old buildings" [*Trolldtekt protects against cold, heat, damp, noise – 1937*].

In addition to being a strong and cheap material, the requirements relating to the appearance of the panels at the start of production were limited. As an insulation material, the wood wool panels were gradually superseded by other materials. Nevertheless, the Trolldtekt panels underwent ongoing refinement to become acoustic cladding panels for walls and ceilings. The grey cement was supplemented with white cement, the coarse wood wool with a finer wood wool chip, the finish of the panels was optimised and Trolldtekt achieved indoor climate labelling in accordance with the Danish Indoor Climate Labelling scheme in 1998. Thanks to its sound-absorbing and fire-retardant properties, Trolldtekt quickly gained recognition among consultants and architects. The natural, rustic look of the panels harmonises well with other natural materials such as wooden floors or parquet, but is also increasingly chosen as a contrast to modern materials such as glass and steel.

Chapter 8: The Danatex story

Danatex is the name of a pressed softwood fibreboard for insulation against cold and heat. It is made from wood from Det Danske Hedeselskab's plantations and was developed to compete with the foreign insulation panels available at the time. Like Trolldtekt, the production of Danatex began in around 1930 at A/S Trolldhede Pladeindustri in West Jutland. The Danatex fibreboard was a result of Det Danske Hedeselskab's decision to begin planting spruce and fir across large areas of Jutland heath in 1866. The heath plantation developed and by the 1930s there were well over 90,000 hectares of heath plantation, primarily consisting of red spruce. At the same time and in partnership with the Danish Technological Institute, Det Danske Hedeselskab started to develop a Danish wood-fibre insulation panel made from the heathland trees as an alternative to the insulation panels that were imported annually from abroad. The partnership bore fruit and, in 1935, A/S L. Hammerich & Co., together with other interested investors, became aware of the factory in Trolldhede – in the heart of Jutland's large heath plantation – A/S Trolldhede Pladeindustri. Here, the Danish fibreboard known as Danatex was manufactured by Danish workers using Danish materials. Emphasis was placed on the fact that it was a 100% national product, ensuring jobs for many local residents at both the plantation and the factory. A folder from 1938 states: "When you use Danatex, you support Danish industry" [*Danatex*].

Other than its excellent insulating properties, Danatex wood fibreboard has the unfortunate property that it can burn. Stricter requirements from the fire authorities resulted in a ban on the use of Danatex in public sector buildings. The product was permitted for use in private buildings only. This accelerated the product development process for harder pressed panels that could meet the stricter requirements. Unfortunately, the newly developed panel, Danpanel, was manufactured

with unfavourable dimensions. This, combined with the significant energy consumption required to produce Danatex and Danpanel, led to the decision to stop production in the 1970s.

Chapter 9: Increasing demand necessitates more storage space [1939–1945]

The late 1930s was a time of prosperity for A/S L. Hammerich & Co. The production of Danish insulation and construction panels was taking off and was considered a "Triumph for Danish Industry" [*Why use foreign wood fibreboards?*, 1937]. In 1941, turnover reached DKK 2.6 million. The company was running out of space and more square metres were required. In 1939, the company decided to invest in additional storage with a 7,500 square metre lot at the corner of Vestre Ringgade and Daugbjergvej above the lumber yard, Vesterbro Trælasthandel. At the time, it was almost like moving to the countryside as there was virtually nothing other than Aarhus gasworks in the area. It would have been advantageous for the company to acquire more land at the time, as growth would prove to continue. In 1974, the warehouse was relocated to a 50,000 square metre plot of land in Skejby.

The continued growth and progress were temporarily put on hold due to the outbreak of the Second World War. A/S L. Hammerich & Co. had to deal with a constant shortage of goods from abroad for five years, as well as major problems with the transport of goods. During the war, Trolldtekt panels were transported by horse-drawn carriage to the nearest railway for onward transport. This was challenging, however. The factory in Trolldhede was running at low levels due to a dip in demand and the employees were sent home. However, after one and a half years of shutdown, the production of Trolldtekt resumed.

But the war also had some other side effects. While the company's cars generally ran on gas generators during the war, permission was granted for some cars to use petrol. It was, however, extremely difficult to find tyres. The same applied to the resistance movement, which was always lacking vehicles. And as A/S L. Hammerich & Co. had connections to the resistance movement, management turned a blind eye when a car was suddenly "stolen", which happened quite frequently. When the car was – "what a surprise" – found parked near the office in Grønnegade sometime later, it could easily have had its tyres replaced. The tyres had been in such poor condition that the "thief" would have had to steal tyres or a full set of wheels in order to complete their mission. The insurance company reacted with great scepticism to the many thefts duly reported by the Aarhus-based company.

Chapter 10: The years after the Second World War [1945-1955]

In 1945, the war was finally over. The post-World War II period was a difficult time for the company, as it was for many other Danish and European companies. At the end of the war, A/S L. Hammerich & Co. lost valuable agencies for wall and floor tiles as a result of the division of Germany into East and West. However, through persistent efforts, it succeeded in finding new factories in West Germany, Portugal and Italy. As a result, the company regained a strong position in ceramic wall and floor materials. Internally, Sven Hammerich was appointed joint CEO in 1947, alongside Aage Filtenborg.

Fortunately, in Trolldhede, the raw materials were just around the corner and there were plenty of workers in West Jutland. There was also a great need for restoration and new construction after the war. This meant that sales of Trolldtekt and Danatex would resume in the years after the Second World War.

In 1947, Louis Hammerich's widow, Ellen Hammerich, donated Provstgården in Mols Bjerge to 'Grosserer L. Hammerich og Hustru Ellen, f. Liisbergs Legat'.

In 1951, an automatic telephone switchboard was installed in Grønnegade in Aarhus. Annual turnover had now reached DKK 7.8 million.

The company celebrated its 100th anniversary in 1955 with a staff outing to Copenhagen.

Chapter 11: Trolldtekt through new eyes [1956–1969]

In the late 1950s and 1960s, people began to think of new and different uses for Trolldtekt panels. Until now, the primary purpose had been to insulate against cold and heat. Now they were also starting to look at how they could be used in sports halls, for example. These were applications that would later be expanded and would shape the future of Trolldtekt. This was due to the fact that the wood wool panels as an insulation material were gradually starting to face fierce competition and were being superseded by other, more effective materials such as mineral wool and polystyrene panels. Meanwhile, people were starting to connect form and function to a much greater extent than they had previously. However, it would take a number of years before the new applications really saw the light of day.

In 1964, Denmark's first fully automated plant for the manufacture of wood wool panels was established in Trolldhede. At A/S L. Hammerich & Co's warehouse on the corner of Vestre Ringgade and Daugbjergvej in Aarhus, palletisation and forklift trucks were introduced. This was a big step for a builders' merchant used to handling everything individually. This rationalisation saved time and helped to increase turnover, as it was now easier to sell whole pallets of a building material. In 1964, turnover was around DKK 20 million.

Chapter 12: Investments and crises [1970–1979]

The 1970s were characterised by both impressive investments and crushing crises. In 1970, CEO Aage Filtenborg died. A/S L. Hammerich & Co. had recently acquired Filtenborg's shares in the company. Sven Hammerich continued as sole CEO until 1977, when he retired and joined the Board of Directors. Carl Erik Olesen and Peter Hammerich, the third generation of the Hammerich family, were appointed CEOs.

During the same period, the company moved its warehouse from Vestre Ringgade to a 50,000 square-metre plot in P. O. Pedersens Vej in Skejby, Aarhus North. With a modern warehouse 117 metres in length and 42 metres in width and a total investment of DKK 9 million, the company was geared for the future. And if more square metres should be needed, space had been set aside for a hall of the same size located parallel to the current building. At the time of the move in 1974, it had not yet been decided when this would take place.

The company's administration would remain at Grønnegade until further notice. Only the warehouse and shipping department would be moved from Daugbjergvej to Aarhus North. However, the intention was for the entire company to eventually move to the larger site. The property at Daugbjergvej was sold to Det Danske Trælastkompagni. The expansion would ensure that A/S L. Hammerich & Co. was featured several times in Danish newspapers including Aarhus Stiftstidende, Demokraten, ErhvervsBladet and Jyllands-Posten during the six months of construction. In 1974, the company had an annual turnover of DKK 52 million.

It was not only in Aarhus, but also in Trolldhede, that major events took place in the 1970s. A new industrial district was built and put into use in 1974, despite the era being marked by the oil crisis, its impact on the construction industry and general slowdown. Investments were also made in strengthening sales efforts. In 1977, however, an intense fire erupted at A/S Trolldhede

Pladeindustri and the old industrial district was consumed by flames, the result of arson. Fortunately, the factory was well insured, which meant production could soon resume.

Chapter 13: 125th anniversary celebrations [1980]

On Thursday, 9 October 1980, A/S L. Hammerich & Co. celebrated the 125th anniversary of the company's foundation with great festivities. The anniversary was celebrated with a reception at Grønnegade and memories of the early days of 1855. To mark the anniversary, the company's customers could buy selected products at anniversary prices. The prices corresponded to 1855 prices throughout October. These were:

Wolf clinker bricks - anniversary price per pc. DKK 1.25

Wessel wall tiles - anniversary price per tile DKK 0.98

Gaya Marazzi floor tiles - anniversary price per tile DKK 0.98

In 1980, the company's product range consisted of a wide selection of building materials, which, in addition to Trolldtekt, included glazed stoneware pipes and Wolf floor tiles, as well as Ostara, Marazzi and Wessel home ceramics.

Five years later, Trolldhede celebrated its 50th anniversary. This was celebrated with a get-together for employees and partners at Borris Hotel near Trolldhede.

Chapter 14: From retail to wholesale [1980–1985]

After a few years of recovery for the construction industry, the 1980s started with a construction crisis – in the wake of the oil crisis. Demand for building materials fell sharply and the new warehouse building at P. O. Pedersens Vej in Aarhus North put a strain on the budget. As a result, the property was sold to the neighbouring Kosan Crisplant. In addition, a thorough restructuring of the product range was under way, as A/S L. Hammerich & Co. had decided to invest everything in Trolldtekt and a very small, select number of commercial products from now on .

In connection with the restructuring and divestment of the property in Aarhus North, the company said goodbye to its trade customers. The company would change to pure wholesale activities and all trade in tiles, clinker bricks and traditional building materials ceased. So far, the majority of income had been from trade goods, but, with the restructuring, more than 90 per cent of the product range would disappear. The remaining goods were moved to Trolldhede, where there was plenty of storage space.

The 1980s were marked by major upheavals at A/S L. Hammerich & Co. In 1981, one of the directors, Carl Erik Olesen, died, with Peter Hammerich continuing as sole CEO. 1982 was a milestone year, as this was when the company's comprehensive restructuring really came into effect. In the wake of this, the company's warehouse moved to Trolldhede and the sales organisation closed down. The remaining employees were transferred to A/S Trolldhede Pladeindustri and Peter Hammerich eventually left the company in pursuit of new challenges.

Sven Hammerich was once again appointed CEO of the company, which, together with A/S Trolldhede Pladeindustri, was poised to move to new office premises on Klamsagervej in Åbyhøj. The company operated under the name Trolldhede Pladeindustri. However, after a year of numerous misunderstandings and much explaining to customers, the Board of Directors decided to use the more familiar Hammerich name again. Knud Thomasen had been CEO of both companies since 1982.

The early 1980s was also when the company acquired the final shares in Hedeselskabet. Axel Prior was acquired in the late 1970s and A/S Trolldhede Pladeindustri was now a wholly-owned subsidiary. The period was characterised by a high number of retailers and a large supply of building materials, while construction in Denmark had generally stagnated. However, Trolldtekt's turnover increased.

Chapter 15: Businessman boosts L. Hammerich & Co. [1980s]

As is well-known, things were turned upside down in the early 1980s at A/S L. Hammerich & Co. Businessman Thorkild Bjerglund Andersen, who was a long-standing member of the company's Board of Directors, worked hard to develop the "new" Trolldhede Pladeindustri. He came from Aarhus Savværk (Aarhus saw works) and joined the company at a time when A/S L. Hammerich & Co. was in urgent need of restructuring and innovation. He was quick to provide both.

After the restructuring in 1982-83, Thorkild Bjerglund Andersen's influence and experience with production companies became truly visible. The strongly increasing demand for Trolldtekt was exploited through the refinement of the product range and the streamlining of operations in Trolldhede. There were no more expensive properties that could put pressure on the budget. Instead, a lot of money was earned and reinvested in A/S L. Hammerich & Co. The company experienced progress and even tailwind from the asbestos crisis, which had hit the construction industry during this period. The company benefitted from the crisis as roofing sheets were being replaced at the slightest suspicion of asbestos. This resulted in increased demand for Trolldtekt panels, which were increasingly being used as cladding panels in locations other than industrial and agricultural buildings – which had previously been the primary areas of application. As the company became aware of new application potential in places like schools and institutions, Trolldtekt was ripe for development.

The growth continued and the company reinvested a lot of money in A/S Trolldhede Pladeindustri. The production facility was modernised and the company invested in a new, more efficient dryer and a new cutting and milling system.

In 1988, Thorkild Bjerglund Andersen took over A/S L. Hammerich & Co., where he had served on the Board of Directors since 1973. In the late summer, he made an offer to acquire all shares in the company after having first tested the water with the Board of Directors and main shareholders in the spring. At that time, the employees did not know their new owner, but the initial scepticism quickly dissipated when Thorkild Bjerglund Andersen assumed day-to-day management.

Chapter 16: Changes to the executive board [1990-1994]

In the 1990s, operations continued to become more efficient. When CEO Sven Hammerich died in 1991, Thorkild Bjerglund Andersen appointed Henning Fruelund Andersen as CEO. He was one of Thorkild Bjerglund Andersen's board colleagues at Aarhus Oliefabrik. Thorkild Bjerglund Andersen continued as Chairman of the Board. When general manager Knud Thomasen died suddenly in 1992, Thorkild Bjerglund Andersen took over the helm at A/S Trolldhede Pladeindustri. A/S L. Hammerich & Co. moved from Klamsagervej in Åbyhøj to Aarhus Savværk's premises on Søren Nymarks Vej in Højbjerg.

Immediately thereafter, Thorkild Bjerglund Andersen appointed Peter A. Poulsen as CEO. He replaced Henning Fruelund Andersen, who continued serving on the Board of Directors, where Thorkild Bjerglund Andersen was again Chair.

Chapter 17: From Højbjerg to manor [1995–1999]

In the mid-1990s, Thorkild Bjerglund Andersen bought Østergaard Manor from Torben Dahl Olesen. Olesen had purchased the country estate, which had previously formed part of the Moesgaard and Vilhelmsborg manors near Aarhus, some years earlier. Østergaard is located between Malling and Solbjerg and can be traced back to around 1440. At the time of handover, the manor was in poor condition, especially the main building. Thorkild Bjerglund Andersen therefore conducted a thorough renovation and refurbishment of all the manor buildings. And at the end of 1997, A/S L. Hammerich & Co. was able to move from Søren Nymarks Vej in Højbjerg to enjoy the premises at Østergaard. This was much needed, as the workforce had gradually started to require more space.

In the 1990s, Trolldhede's employees really started to notice the differences the new management had made. Work processes were automated and streamlined. Machines were replaced and upgraded. The handling of raw wood, for example, which used to require up to six people, now required only one. Planers that were previously manual became automated. And eight people could manage what would previously constitute the work of twenty people. At one point, the workforce in Trolldhede reached 80–100 employees, divided into two shifts. As a result of rationalisation and streamlining, this figure was reduced to around 50 employees across four shifts during this period.

At the end of the 1990s, new applications for cement-bonded wood wool and acoustic solutions from A/S L. Hammerich & Co. became apparent. In 1998, Trolldtekt achieved indoor climate labelling under the Danish Indoor Climate Labelling Scheme. Overall, the company was in a significant period of development in terms of both production and products and this would have a major impact on the company's future.

Chapter 18: L. Hammerich becomes one with the wall [2000–2005]

The years 2000–2005 represented a significant period of development for A/S L. Hammerich & Co. Peter A. Poulsen was CEO and Thorkild Bjerglund Andersen was Chairman of the Board. The company had regained its financial strength and could therefore start to cultivate new markets – including abroad.

In addition, new applications for cement-bonded wood wool started to emerge based on keywords such as good acoustics, effective fire performance and a healthy indoor climate. Trolldtekt was originally produced for and used as cladding and insulation material in walls and ceilings in industrial and agricultural buildings. However, the wood wool panels were quietly being refined to become acoustically regulating cladding panels for ceilings and walls in private homes, offices, classrooms, institutions, banks, churches, etc. And at A/S L. Hammerich & Co., people were happy and proud to say that the company's products would become one with the wall. Trolldtekt developed into a series of acoustic products with built-in lighting, sound, ventilation and decoration, among other things. The acoustic solutions were developed in collaboration with talented specialists, including architects, and would go on to become some of the most widely used products in Denmark for ensuring good sound and indoor climate.

CEO Peter A. Poulsen and Thorkild Bjerglund Andersen had been working in partnership for a number of years until Andersen died in 2005. Bjerglund Andersen was working as Chairman of the Board of Directors of the company almost right up to his death. When he died, his estate was divided and his wife, Mette Bjerglund Andersen, took over – in addition to Østergaard – Snærlidgård and Bendixminde, which Thorkild Bjerglund Andersen also owned. His four children inherited A/S L. Hammerich & Co. and A/S Trolldhede Pladeindustri in four equal parts. A professional Board of Directors was appointed. This consisted of Keld T. Lauritsen (former owner

of Marius Hansen facades), Albert Beckenkamp (former CEO of KFK) and Nils Nygaard from Kolding (active company owner).

In 2005, the administration building in Trolldhede was honoured with a beautification award from Trolldhede and Omegns Borgerforening. In the past, the building had been occupied by operations managers; but now it served as a reception and office for A/S Trolldhede Pladeindustri's customers and employees.

On 9 October 2005, A/S L. Hammerich & Co. celebrated its 150th anniversary.

Chapter 19: Innovative solutions for new customer groups [2006–2009]

Immediately after Thorkild Bjerglund Andersen's death in February 2005, Peter A. Poulsen decided to leave the company in pursuit of new challenges. CEO Keld Toft Lauritsen was appointed a working member of the board until Peer Leth became the company's new CEO in 2006.

Peer Leth joined during a period in which the company was refining its products and winning the hearts of new types of customers. L. Hammerich A/S became the slightly abbreviated name after various marketing initiatives had been carried out. From primarily producing ceiling panels for industry, institutions and agriculture, the company had now begun to develop innovative acoustic solutions for private homes – namely the kind of minimalist homes with lots of hard surfaces that were becoming increasingly popular. These solutions were also used in office buildings, where open spaces in particular put acoustics to the test. Finer structures, more colour options and system solutions with built-in light and sound were all part of the development of the "multifunctional ceiling surface". Furthermore, several of the newly developed solutions were aesthetically appealing – and the visually elegant projects made it easier to market them to both architects and design-conscious homeowners. In 2008, L. Hammerich was honoured with an award for the best stand at Byggecentrum's showroom, where homeowners have been able to experience a wide range of Trolldtekt acoustic solutions for homes since 2007.

At the end of 2007, L. Hammerich A/S moved from Østergaard Manor in Malling to larger premises on Sletvej in Tranbjerg.

More than 2 million square metres of Trolldtekt panels left the factory in a single year. 2007 went on to become a record year, before the financial crisis placed a dampener on activity for a while.

On the marketing front, the company simplified its logo and visual expression. This was part of a larger process, which also entailed modernising the company's website, which had made it possible for Trolldtekt to communicate directly with groups other than retailers since 1999. In 2007, the first issue of Trolldtekt magazine was published. The magazine had been designed, written and produced with Hammerich's most important relationships in mind: retailers, customers, business partners and employees. The magazine was one of the initiatives to ensure greater visibility and closer customer relationships – not least with architects, who receive the latest Trolldtekt magazines several times a year as an insert in the Arkitekten trade magazine.

Chapter 20: A new name and agenda drive growth (2010–2014)

L. Hammerich A/S used the 75th anniversary of the acoustic panels as an occasion to change its name to Trolldtekt A/S. Why not take advantage of one of the most well-known and recognised brands in the Danish Construction Association? At the same time, the company set a new tone for its strategic focus: It's all about sustainability.

A Trolldtekt acoustic panel is made from Danish wood and cement without any harmful chemicals. While this has been self-evident to the company's employees for many, many years, as we entered a new decade, the benefits of the formula became more visible to the outside world. The Danish Indoor Climate Label, the choice of wood from PEFC-certified forests and a focus on using carbon-neutral fuel at the factory are some of the first initiatives that customers encounter. These three factors were highlighted when CEO Peer Leth received the Danish Building Industry Environment Award in March 2010 from HRH Crown Prince Frederik of Denmark. This would not be the last time Trolldtekt and the Danish royal family would cross paths.

As one of few SMBs in Denmark, Trolldtekt joined the UN's voluntary Global Compact initiative for corporate social responsibility. As part of this, the company committed to complying with principles relating to social affairs, human rights, anti-corruption and the environment. The entire supply chain is included and Trolldtekt drew up a Code of Conduct that was signed by all key suppliers.

In 2010, Trolldtekt published its first CSR report, which documents progress each year to the UN. And there was a lot of progress to report.

In 2011, Trolldtekt became one of the pioneers within the Cradle to Cradle design concept. All cement-bonded wood wool products are Cradle to Cradle Certified®, which means that Trolldtekt works strategically within the areas of material health, recycling, renewable energy, water management and social responsibility. The following year, the company's management made the important decision to base its entire business strategy on the Cradle to Cradle principles.

A partnership with DONG was taking shape to ensure that power consumption at the factory was based on electricity from active wind turbines. In 2013, Trolldtekt's first environmental product declarations (EPDs) were published, which were also scrutinised and verified by an independent third party. As a result, Trolldtekt won yet another prestigious award, the strategy award at the CSR Awards 2014, ahead of illustrious companies such as Velux and A.P. Møller-Mærsk.

Both the factory in Trolldhede and the head office in Tranbjerg got a boost. This was also reflected in turnover and, in 2014, Trolldtekt achieved a new record year, which showed that the company had used the years of the financial crisis to lay a solid foundation for Trolldtekt's future.

Chapter 21: More markets require double the factory space (2015–2018)

Danish architects have embraced Trolldtekt and Danish architecture is very popular with our neighbours to the south. That's why Trolldtekt founded its first subsidiary outside Denmark in 2015.

The idea was to view Germany as a domestic market in the same way as Denmark and to meet German architects on German terms. Experienced local sales consultants started selling from the new office in Hamburg and the team quickly grew in line with a steady growth in orders.

Already by 2016, Trolldtekt added another domestic market when it opened an office in Malmö, Sweden. The assessment was that wood-based acoustic panels are well-suited to the Swedish market, where wood is a preferred building material.

The combination of international prospects and growing demand in Denmark had now put serious pressure on factory capacity. Even with a three-shift schedule and weekend shifts, Trolldtekt could

only just fulfill all the orders that came in. The owners and Board of Directors therefore gave the green light for a massive expansion of the factory.

It soon became clear that the planned 40 per cent expansion would be sufficient only for current levels of growth. So a forward-looking Board of Directors quickly decided to invest an additional DKK 180 million to double capacity through an additional 12,000 square metres of factory space.

A new painting facility, additional casting and drying lines, as well as a warehouse and logistics facility, were some of the construction projects that employees could carefully monitor while producing at full capacity on the existing lines. The expansion also included the latest robot technology, benefitting both the working environment and the climate footprint. High-efficiency drying ovens were one of the reasons why Trolldtekt was able to cut almost 30 per cent of energy consumption per unit produced in three years. And a new painting plant ensured that spilled and leftover paint would be collected and recycled, reducing waste by 70 per cent.

The Danish Minister for Finance, Kristian Jensen from the Liberal Party, helped cut the ribbon when the new production line opened in early 2019. The following year, Danish Industry (DI) honoured Trolldtekt's green transition with the DI Award. Peer Leth refreshed his royal etiquette and received the award from HRH Crown Princess Mary on stage at the House of Industry - but without a handshake, as the world had now been hit by a pandemic, which led to various restrictions on close contact.

Chapter 22: Distinctive designs and record years amidst a pandemic (2019–2020)

Even though Trolldtekt had now entered the international stage for real, the raw materials for the acoustic panels still came from our own "backyard". The wood is Norway spruce from Jutland forests, while the cement is from Aalborg Portland. This would prove to be a major competitive advantage as a coronavirus from the Chinese city of Wuhan spiralled out of control and, in early spring 2020, shut down large parts of the global community.

Companies were suddenly unable to get goods delivered across the world at a time when building projects were peaking. Homeowners who had to stay home during their holidays were spending their money on renovation projects – and advanced public investments put extra pressure on demand. Building projects in Denmark set a new record in 2020 and so did Trolldtekt – and at a level that would have been a far-off dream just a few years previously.

With protective measures such as hand sanitiser and protective equipment for employees, both factory lines in Trolldhede ran at full capacity throughout the coronavirus period. Other industries experienced empty order backlogs and had to send their employees home during the paradoxical pandemic period, which tragically also cost many lives throughout the world.

One of the things that paved the way for Trolldtekt's higher turnover was a new approach to design. For a few years, Trolldtekt developers had experimented with special designs such as the wood wool panel Trolldtekt® wave, which won Trolldtekt's first German Design Award in 2016. International architecture students can submit their innovative design ideas to the Trolldtekt Award competition in several rounds and winners have hailed from across the world, including from Spain and Germany.

The breakthrough came in 2019 with the launch of an industrially produced design series. Following careful preparation, the series boasts nine different designs with milled grooves in the surface, patterns and special dimensions. The architects embraced the new potential of combining

good acoustics with distinctive design and the series has gone on to win several Danish and international awards.

Trolldtekt line, which features a longitudinal groove, found its way into offices, restaurants and private homes. The success encouraged Trolldtekt to add more products to the design series, including the Trolldtekt v-line, which has a v-shaped groove and is supplied in a thickness of 25 mm instead of 35 mm like other design solutions.

Chapter 23: New Irish owners aim to take Trolldtekt global (2021–)

Growth, the sustainability journey and the new designs are the driving forces behind Trolldtekt's branding. And the recipe for success has not gone unnoticed in the industry. When Thorkild Bjerglund Andersen's heirs decided to prepare Trolldtekt for sale, one of the world's leading construction companies was ready behind the scenes.

The global Kingspan Group, based in Ireland, shares Trolldtekt's vision of reducing the carbon footprint of the building sector. It was a strong match, and an agreement was put into place. Trolldtekt became part of the Group in 2022 and was now well-equipped for continued international growth.

With backing from Kingspan, further professionalisation of the company could start. The company maintained its name, locations and its team of talented employees.

In parallel with the change of ownership, Trolldtekt's increased visibility resulted in a year of several prestigious awards:

- At the start of 2022, a jury of renowned German architects presented the "Architects' Darling" Award to Trolldtekt in the Cradle-to-Cradle Challenge (sustainability) category.
- Trolldtekt received royal honours in the late summer of 2022. The Danish Royal Family, the Danish Export Association and the Danish Ministry of Foreign Affairs celebrated the company's successful entry into the German market and its approach to sustainability. This resulted in another meeting with HRH Crown Prince Frederik, who presented the award he has given his name to: The HRH Crown Prince Frederik International Business Award.
- In 2022, Trolldtekt also received the German Sustainability Award for its brand-new acoustic panels based on the carbon-reducing cement type FUTURECEM™.

Before 2022 came to an end, there was also a change of leadership in Tranbjerg. Peer Leth departed after 16 years, leaving behind a company that had become both larger and more international. Production capacity had now reached around 6 million square metres of acoustic panels per year, more than three times as much as when he joined.

42-year-old Michael Heeager Nystrup took on the role and aims to advance Trolldtekt even further on the global stage. He came directly from seven years at another Danish company within the Kingspan Group, LOGSTOR. Here, he had been responsible for sales and marketing, product management, business development and digitalisation. These are all important components in a company with international ambitions.

With a keen eye for Trolldtekt's strong culture and the passion of its employees, Michael Heeager Nystrup immediately set about the task. Over the next year and a half, Trolldtekt launched

operations in the UK and Ireland, as well as in Norway, and would also take over all cement-bonded wood wool activities in the Dutch company Isolco. The number of employees was rapidly approaching 200, and despite having square metres of space at Sletvej, storage space had to be converted into offices.

In 2025, Trolldtekt acoustic panels will be celebrating their 90th anniversary. Even though the focus is now on new countries, Denmark remains a core market. One of the first milestones in the anniversary year was the launch of a brand-new showroom in the heart of Aarhus. This means that Trolldtekt now has showrooms in Denmark's two largest cities – and the showrooms in Aarhus and Copenhagen can both be found on Vestergade. Here, architects, professionals and private homeowners can experience how the design of Trolldtekt acoustic panels has been taken to new heights.

It was in the centre of Aarhus that the company's history began in 1855. And 160 years later, it is still being written from here.

Trolldtekt's CEOs:

J.C. Seidelin – 1855–1884

Merchant J. C. Seidelin opened Aarhus' first dedicated store for building materials on Fredens Torv. The J. C. Seidelin store was both large and efficient considering the conditions, prices and finances of the time. He himself was known as a skilled and straightforward merchant and when the city's first private bank was founded in 1870, he was appointed CEO. He took on the role of CEO of Aarhus Privatbank (later known as Provinsbanken). However, he could not manage both responsibilities and sold his business to Louis Hammerich in 1884.

Louis Hammerich – 1884–1931

Louis Hammerich (1859–1931) was born in Flensburg (where his father was a police officer) and was one of seven siblings. His family was forced to flee to Denmark when war broke out in 1864. His childhood home was at Guldsmædgade no. 18 in Aarhus and he finished off his schooling at Aarhus Katedralskole. Later, Louis Hammerich apprenticed with Hans Broge, who ran a large, nationally renowned business. He spent eight years there, to the great satisfaction of both himself and Hans Broge. At the age of 25, he took over Aarhus' first speciality building products store on Fredens Torv from J. C. Seidelin. The business ran well with Louis Hammerich at the helm. Every year, he would take stock of the past year in the form of carefully written annual accounts. In 1885, Louis Hammerich married Ellen Liisberg, daughter of Councillor H. Liisberg. Together they had a total of ten children, who grew up at Fredens Torv and later at the family's "Søholt" country house in Risskov. During the First World War, Louis Hammerich bought Provstgården in Mols Bjerge near Ebeltøft as a holiday home for his family.

In Aarhus, Louis Hammerich was known for his role as guardian of Aarhus Cathedral, his involvement in Aarhus Teater and The Old Town Museum, Den Gamle By. He was also an active member of many boards, including Hedeselskabet, Aarhus Trælsthhandel, Hans Schourup, Brdr. Kier and the Aarhus Trade Association. In 1907, he received the Order of the Dannebrog and later the Cross of Command in both the first and second degrees. Louis Hammerich died in 1931 after 47 years with the company. One eulogy reads: "With Louis Hammerich, an Aarhus merchant of the old school, who could afford to have and assert business principles, has passed away. A gentleman

and a merchant, an Aarhusian of the old cultivated type, a fine and noble man, who with full right could use the following as his motto: My home, my town, my country – my God!"

Paul Hammerich – 1931–1936

Paul Hammerich (1893–1936) was Louis Hammerich's third son. He studied business at H. Schmidt in Flensburg and spent a number of years in the Philippines, Indonesia, Japan and Mexico while working for the Det Transatlantiske Co. in Copenhagen. In 1921, he was appointed CEO of Bech, van Sielen & Co. in New York and, from 1922 to 1923, he served as CEO of Århus Oliefabrik in Singapore. He was hired as a procurator for A/S L. Hammerich & Co. in 1923 and was appointed director in 1927. When Louis Hammerich died in 1931, he became sole CEO. Paul Hammerich took the initiative to establish the fund 'Grosserer L. Hammerich og Hustru Ellen, f. Liisbergs Legat'. However, he passed away at the age of just 43, a few months before the legacy launched in 1936.

Aage Filtenborg – 1936–1970

Aage Filtenborg (1899–1970) joined A/S L. Hammerich & Co. in 1919 and worked for the company for a number of years before becoming CEO in 1936 when Paul Hammerich died. Aage Filtenborg was a notable, forward-thinking individual who helped kickstart the company. A/S L. Hammerich & Co. moved from being a local business to becoming a nationwide wholesale business.

Sven Hammerich – 1947–1991

Sven Hammerich (1910–1991) was Louis Hammerich's sixth son and youngest child. In 1927, he graduated from Aarhus Katedralskole and continued in his father's footsteps by becoming a merchant. Sven Hammerich studied business in Balle, Djursland and later graduated from Niels Brock Copenhagen Business College, followed by a number of years as a mounted infantry soldier in the Jutland Dragoon Regiment, Randers. He continued his education at tile factories in Germany and at Masonite Ltd. in England, as well as in France. Sven Hammerich joined A/S L. Hammerich & Co. in 1937 and celebrated his 40th anniversary in 1977. From 1947, he was joint CEO alongside Aage Filtenborg. When Filtenborg died in 1970, Sven Hammerich continued as sole CEO. In 1977, Peter Hammerich, the third generation from the family, assumed the role and Sven Hammerich joined the Board of Directors. However, from 1982 until his death in 1991, he was reinstated as a director of the company. Sven Hammerich had a lifelong interest in horses and was chairman of the Aarhus Riding Club, a board member of the Danish Riding Federation and also a certified showjumping judge.

Carl Erik Olesen – 1977–1981

Carl Erik Olesen (1919–1981) was born and raised in Aalborg. He came from the forging industry and had extensive knowledge of the construction trade. In 1942, Carl Erik Olesen was hired by A/S L. Hammerich & Co. and became Vice President in the mid-1960s before becoming CEO in 1977. When Carl Erik Olesen died in 1981, Peter Hammerich became the sole CEO.

Peter Hammerich – 1977–1982

Peter Hammerich (born 1940) is the son of Sven Hammerich. He was born and raised in Aarhus, where he graduated from Aarhus Katedralskole in 1956. Peter Hammerich studied with Carl F. Petersen, Aarhus, followed by a number of years with the Guard Hussar Regiment. In 1965, he graduated from Niels Brock Copenhagen Business College and subsequently added a vocational degree in marketing and finance from Aarhus Business College to his training. Peter Hammerich worked for a number of years as export secretary at Grindsted Products, Aarhus (Danisco) and in the UK. In 1969, he joined A/S L. Hammerich & Co., where he was CEO from 1977. He left the company in connection with an internal restructuring in 1982. In the years that followed, Peter

Hammerich was employed by various companies, including the limited liability company Carl Christensen and Telia Telecom A/S, until his retirement in 2003.

Thorkild Bjerglund Andersen

Thorkild Bjerglund Andersen (1924–2005) was born in Børkop near Vejle as the youngest son of sawmill owner Anders Andersen. He graduated from the Niels Brock Copenhagen Business College and, after a number of years at Trækompagniet in Copenhagen, he was employed at Aarhus Savværk, which he later took over. In the 1960s, Thorkild Bjerglund Andersen undertook many trips to East Asia, where he purchased teak for the ever-growing teak furniture industry in Europe. He later set up a company in Singapore to process wood from Burma into furniture for export to Europe and the USA. Thorkild Bjerglund Andersen ran an international business and was also very interested in Danish agriculture. In 1963, he bought Snæildgaard near Odder, later adding Mallegården (mid-1970s), Bakkegaarden (1983), Bendixminde (1986) and Østergaard Manor (1994) to his property portfolio. Bjerglund Andersen was also a Finnish consul for more than 25 years.

Bjerglund Andersen had many years of experience in running production operations and immediately identified that the company's trading activities were in need of a thorough restructuring. Tight control of the company's production according to demand bore fruit and A/S L. Hammerich & Co. quickly started to earn money again. In 1988, Thorkild Bjerglund Andersen took over the company's entire share capital, which also included A/S Trolldhede Pladeindustri. Skilled management and major investments to streamline both operations and production resulted in continued progress – helped by favourable economic conditions for Trolldtekt in particular. He served on the Board of Directors of A/S L. Hammerich & Co. from 1973 and worked as Chairman of the Board until his death in 2005. His four children then inherited the company equally.

Henning Fruelund Andersen – 1991–1996

Henning Fruelund Andersen (born 1928) joined as CEO of A/S L. Hammerich & Co. in 1991 when Sven Hammerich died. He was a board member of Aarhus Oliefabrik, among other companies, and came from a senior executive position in East Asia. Henning Fruelund Andersen and Thorkild Bjerglund Andersen knew each other from both board work and their time in East Asia, and his qualifications made him the right choice to become the new CEO. Henning Fruelund Andersen was CEO until 1996, when Peter A. Poulsen took over.

Peter A. Poulsen – 1996–2005

Peter A. Poulsen (1962) is a forester and, like Thorkild Bjerglund Andersen, is active in the Danish Forest Association. Peter A. Poulsen was appointed CEO of A/S L. Hammerich & Co. when the company moved from Klamsagervej in Åbyhøj to Aarhus Savværk's premises at Søren Nymarks Vej in Højbjerg.

Peter A. Poulsen helped lay the foundations for the rapid development that Trolldtekt underwent in the following years. Among other things, he took the first steps towards automation of production, which meant less people were needed to staff more shifts as the machine fleet developed.

Peter A. Poulsen also saw the potential in further developing the classic cement-bonded wood wool panels to make them attractive for use in more types of buildings. For example, he helped launch Trolldtekt ventilation, which today helps combine good acoustics with a healthy indoor climate in schools and offices.

Peter A. Poulsen chose to resign as CEO immediately after Thorkild Bjerglund Andersen's death.

Peer Leth – 2006–2022

Peer Leth (born 1965) was born and raised in Aarhus. In 1985, after a two-year apprenticeship, he trained at Jyda in Brabrand, before joining the company Schock Danmark, which supplies fittings to the furniture industry. His career in sales led Peer Leth to a position as sales manager at the company Ottensten in Aarhus, which sells compressed air tools for trade and industry. From 2001 to 2006, he was the CEO of Danske Trælast, after which he became CEO of A/S L. Hammerich & Co in 2006.

Peer Leth joined the company as it moved from being a product supplier to a concept supplier. He came with many years of experience in the construction industry and was therefore able to strengthen the company's opportunities to cultivate new business areas and markets. With Peer Leth, the company's development towards a greater degree of visibility and closer relations with architects and professionals was strengthened.

Michael Heeager Nystrup – 2022–

Michael Heeager Nystrup (1980) comes from Harlev near Aarhus and lived in Venezuela for several years as a child. He returned to Denmark to study economics and business administration in Aalborg. His career includes DTF Travel, Wrist Ship Supply and KMD, before joining another Danish Kingspan company, LOGSTOR. He worked at LOGSTOR for over seven years as Vice President of Sales and Marketing.

This also meant that Michael Heeager Nystrup knew the Kingspan Group inside and out when he joined Trolldtekt as CEO in autumn 2022. One key task for the ambitious CEO was to gear Trolldtekt up for international growth and, over the next couple of years, subsidiaries were launched in Norway, the UK and Ireland, as well as in Benelux, while the company streamlined several of its processes.

Michael Heeager Nystrup has emphasised his desire to maintain the company's strong and passionate employee culture. Passion for people and the planet will remain at the heart of the company's new values.

A rose by any other name – the company's names over the years

1855–1884: J. C. Seidelin

1884–1911: L. Hammerich Forretning i Bygningsartikler

1911: L. Hammerich Specialforretning i Bygningsartikler

1911–2006: A/S L. Hammerich & Co.

2006–2010: L. Hammerich A/S

2010–: Trolldtekt A/S