

NATIONAL BANKSHARES INC  
Form DEF 14A  
March 12, 2008

March 12, 2008

Dear Fellow Stockholder:

We invite you to join us for the Annual Meeting of Stockholders of National Bankshares, Inc. on Tuesday, April 8, 2008, at 3:00 p.m. The Annual Meeting will be held at the Custom Catering Center at 902 Patrick Henry Drive, at the intersection of North Main Street in Blacksburg, Virginia. A map and directions to Custom Catering are on the reverse of this letter.

The attached Notice of Annual Meeting and Proxy Statement describe the formal business to be transacted at the meeting. We will be electing your directors, and we will report on the operations of Bankshares.

**YOUR VOTE IS IMPORTANT, REGARDLESS OF THE NUMBER OF SHARES YOU OWN.** On behalf of the Board of Directors, I urge you to please sign, date and return the Proxy in the enclosed postage-paid envelope. Please return the Proxy as soon as possible, even if you now plan to attend the Annual Meeting. This will not prevent you from voting in person, but it will insure that your vote is counted if you are unable to attend the meeting.

Thank you for your interest and investment in National Bankshares, Inc.

Sincerely,

James G. Rakes  
Chairman  
President and  
Chief Executive Officer

**DIRECTIONS TO CUSTOM CATERING CENTER**

**FROM THE NORTH:**

Exit left from US Route 460 at first Blacksburg exit to Business Route 460 (North Main Street). Proceed south on North Main Street to traffic light just past Food Lion Plaza. Turn right at traffic light onto Patrick Henry Drive, and turn at first right into Custom Catering Center.

**FROM THE SOUTH:**

Exit right from US Route 460 Bypass at first Prices Fork Road exit (Downtown). Follow Prices Fork Road to its end at the intersection with North Main Street. Turn left onto North Main Street. Proceed north to second traffic light, at the intersection of Patrick Henry Drive. Turn left at Patrick Henry Drive, and turn at first right into Custom Catering Center.

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**NOTICE OF 2008 ANNUAL MEETING OF STOCKHOLDERS**

To the Stockholders of National Bankshares, Inc.:

This is your notice that the 2008 Annual Meeting of Stockholders of National Bankshares, Inc. ("Bankshares") will be held at the Custom Catering Center at 902 Patrick Henry Drive, at the intersection of North Main Street in Blacksburg, Virginia, on Tuesday, April 8, 2008, at 3:00 p.m. The Meeting is for the purpose of considering and acting upon:

1. The election of three Class 3 directors for a term of three years each.
2. The transaction of such other business as may properly come before the Meeting or any adjournments of the Meeting.

NOTE: The Board of Directors is not aware of any other business to come before the Meeting.

Only stockholders of record at the close of business on February 29, 2008 are entitled to receive notice of and to vote at the Meeting, or at any adjournments of the Meeting.

Your attention is directed to the Proxy Statement accompanying this Notice for a more complete statement of the matters proposed to be acted upon at the Meeting.

To assure that your shares are represented at the Meeting, please complete, date, sign and mail promptly the enclosed proxy, for which a return envelope is provided. The proxy will not be used if you attend and vote in person at the Meeting. You may revoke your proxy prior to actual voting of the proxy.

BY ORDER OF THE BOARD OF DIRECTORS

Marilyn B. Buhyoff  
Secretary and Counsel

Blacksburg, Virginia

March 12, 2008

**PROXY STATEMENT**

**OF**

**NATIONAL BANKSHARES, INC.**

**101 HUBBARD STREET**

**BLACKSBURG, VA 24060**

**P.O. BOX 90002**

**BLACKSBURG, VA 24062-9002**

**540/951-6300**

**[www.nationalbankshares.com](http://www.nationalbankshares.com)**

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**ANNUAL MEETING OF STOCKHOLDERS**

**TUESDAY, APRIL 8, 2008**

This Proxy Statement is furnished in connection with the solicitation of proxies by and on behalf of the Board of Directors (the "Board") of National Bankshares, Inc. ("NBI", "Bankshares" or the "Company") to be used at the 2008 Annual Meeting of Stockholders to be held at the Custom Catering Center at 902 Patrick Henry Drive, at the intersection of North Main Street, Blacksburg, Virginia, at 3:00 p.m., on Tuesday, April 8, 2008, and at any adjournments of the Meeting. The approximate mailing date of the Proxy Statement, the Notice of Annual Meeting and the accompanying Proxy is March 12, 2008.

**REVOCATION OF PROXIES**

Stockholders who sign and send in their proxies retain the right to revoke them at any time prior to the actual voting of the proxies at the Stockholders Meeting. Proxies may be revoked by written notice received prior to the Meeting, by attending the Meeting and voting in person or by submitting a signed proxy with a later date. A written notice revoking a previously executed proxy should be sent to National Bankshares, Inc., P.O. Box 90002, Blacksburg, Virginia 24062-9002, Attention: James G. Rakes. Unless revoked, the shares represented by properly executed proxies will be voted at the Meeting according to the instructions contained in the proxy. Where no instructions are given, proxies will be voted *for* the nominees for directors set forth in Proposal No. 1.

An Annual Report to Stockholders, including the financial statements for the year ended December 31, 2007, is being mailed to you at the same time as this Proxy Statement, but should not be considered proxy solicitation material.

**VOTING SECURITIES AND STOCK OWNERSHIP**

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As of March 12, 2008, Bankshares had 6,931,074 shares of common stock (\$1.25 par value) issued and outstanding. Each of the shares is entitled to one vote at the Annual Meeting. Only those stockholders of record at the close of business on February 29, 2008 will be entitled to vote at the Meeting or at any adjournments.

A majority of votes entitled to be cast on matters to be considered at the Annual Meeting constitutes a quorum. If a share is represented for any purpose at the Annual Meeting, it will be considered to be present for purposes of establishing a quorum. Abstentions and shares held of record by a broker or its nominee ("Broker Shares") which are voted on any matter are included in determining the number of votes present or represented at the Annual Meeting. Broker Shares that are not voted on any matter will not be included in determining whether a quorum is present. If a quorum is established, directors will be elected by a plurality of votes cast by shares entitled to vote at the Annual Meeting. Votes that are withheld and Broker Shares that are not voted on any matter will not be included in determining the number of votes cast.

### **STOCK OWNERSHIP OF CERTAIN BENEFICIAL OWNERS**

As of February 29, 2008, Bankshares knows of no single person or group who is the beneficial owner of more than 5% of the outstanding common stock of the Company.

### **STOCK OWNERSHIP OF DIRECTORS AND EXECUTIVE OFFICERS**

The following table presents the beneficial ownership of National Bankshares, Inc. common stock as of February 29, 2008, by each of the directors, and each executive officer named in the Summary Compensation Table and all directors and executive officers as a group. Except as otherwise noted, the named individual has sole voting and investment power with respect to the stock.

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Name of Beneficial Owner	Shares of Common Stock Beneficially Owned as of February 29, 2008	Percentage Of Class	
Lawrence J. Ball	500		*
Jack W. Bowling	200		*
J. Robert Buchanan	39,083	1.	*
Marilyn B. Buhyoff	44,662	2.	*
F. Brad Denardo	55,160	3.	*
Jack H. Harry	100,410	4.	1.45 %
Jack M. Lewis	6,056		*
Mary G. Miller	2,000		*
William A. Peery	31,410	5.	*
James G. Rakes	121,601	6.	1.75 %
Glenn P. Reynolds	4,534	7.	*
James M. Shuler	26,801	8.	*
All Nominees, Current Directors and Executive Officers as a Group (12 persons)	432,417	6.24	%

\* Represents less than 1% of the Company's outstanding Common Stock.

1. Includes 2,833 shares owned through National Bankshares, Inc. Employee Stock Ownership Plan and 29,000 shares in vested options which may be exercised as of February 29, 2008.
2. Includes 898 shares owned jointly with spouse, 10,264 shares owned through National Bankshares, Inc. Employee Stock Ownership Plan and 29,500 shares in vested options which may be exercised as of February 29, 2008.
3. Includes 4,534 shares owned jointly with spouse, 17,048 shares owned through National Bankshares, Inc. Employee Stock Ownership Plan and 24,000 shares in vested options which may be exercised as of February 29, 2008.
4. Includes 28,342 shares owned by spouse, 14,950 shares owned jointly with spouse, and 790 shares owned jointly with son.
5. Includes 72 shares owned as custodian for son, 3,630 shares owned by a controlled corporation and 21,900 shares owned as Trustee.
6. Includes 11,200 shares owned jointly with spouse, 28,849 shares owned through National Bankshares, Inc. Employee Stock Ownership Plan and 62,500 shares in vested options which may be exercised as of February 29, 2008.
7. Includes 1,058 shares owned by spouse.
8. Includes 4,053 shares owned by spouse and 426 shares owned jointly with spouse.

### Section 16(a) Beneficial Ownership Reporting Compliance

Based upon the written representations of our directors and executive officers, we believe that all of our directors and executive officers complied with the reporting requirements of Section 16(a) of the Securities Act of 1934.

### PROPOSAL NO. 1 - ELECTION OF DIRECTORS

Bankshares' articles of incorporation provide that the directors will be divided into three classes (1, 2 and 3) with each class as nearly equal in number as possible and the term of office of each class ending in successive years. The articles of incorporation currently also provide that the number of directors shall be set by the bylaws, but shall not be less than nine, nor more than twenty-six. For the purpose of the election of directors at the Annual Meeting, the number of directors set forth in the bylaws is nine. The current term of office of the Class 3 directors expires at this 2008 Annual Meeting of Stockholders. The terms of Class 1 and Class 2 directors will expire in 2009 and 2010, respectively.

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The Board of Directors has nominated the three serving Class 3 directors, Jack H. Harry, William A. Peery and James M. Shuler, to serve a three-year term to expire at the Annual Meeting of Stockholders in 2011.

It is the intention of the persons named as proxies, unless instructed otherwise, to vote for the election of the three nominees for Class 3 director. Each nominee has agreed to serve if elected. If any of the nominees is unexpectedly

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unable to serve, the shares represented by all valid proxies will be voted for the remaining nominees and any other person or persons who may be designated by the Board. At this time, the Board knows of no reason why any nominee might be unable to serve.

The following information is provided with respect to the three nominees to serve as Class 3 director and the six incumbent directors who will be continuing in office following the Annual Meeting. All information is provided as of February 29, 2008. No director or nominee is related by blood, marriage or adoption to any other director, nominee or executive officer. No director or nominee serves as a director of any company which has a class of securities registered pursuant to Section 12 of the Securities Exchange Act of 1934, or is subject to the requirements of Section 15(d) of the Exchange Act, or of any company registered as an investment company under the Investment Company Act of 1940. Two directors, Mr. Rakes and Dr. Shuler, also currently serve as a director of one or both of the wholly owned subsidiaries of Bankshares, the National Bank of Blacksburg (“NBB”), and National Bankshares Financial Services, Inc. (“NBFS”). Each director and nominee, except for Mr. Rakes, has been determined to be independent by the Board of Directors, using the definition for independence of directors that is used for determining compliance with the applicable listing standards for the Nasdaq Stock Market, the national securities exchange on which Bankshares common stock is listed. (See also “Director Independence and Certain Transactions with Officers and Directors”.)

### **Name and Age;**

### **Principal Occupation and Business Experience**

#### **Director of Bankshares Since**

**(for the past five years unless otherwise noted)**

#### **Nominees**

#### **Class 3 Directors**

#### **(Serving until 2011 Annual Meeting)**

Jack H. Harry (70)

President, Harry Enterprises, Inc. (Investment and Rental Real Estate)

2005

William A. Peery (56)

Tazewell, VA

President, Cargo Oil Co., Inc. (Convenience Stores and Petroleum Sales); prior thereto, Corporate Officer, Cargo Oil, Inc.

2005

Tazewell, VA

James M. Shuler (64)

Member, Virginia House of Delegates

2002

Retired; prior thereto President, Companion

Animal Clinic, Inc. (Veterinarian)

NBB Board Member

Blacksburg, VA

#### **Directors Continuing in Office**

#### **Class 1 Directors**

#### **(Serving until 2009 Annual Meeting )**

Lawrence J. Ball (53)

President, Moog Components Group (High Tech Manufacturing); prior thereto Vice President and General Manager, Moog Components Group; prior thereto

2006

President, Northrop Grumman Poly-Scientific

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Mary G. Miller (57)	Blacksburg, VA President, Interactive Design & Development, Inc. (Training Software Development and Application) Blacksburg, VA
2003 Glenn P. Reynolds (55)	President, Reynolds Architects Incorporated, (Architect), Blacksburg, VA
2006 <b><u>Class 2 Directors</u></b>	
<b>(Serving until 2010 Annual Meeting)</b>	
Jack W. Bowling (61)	President, H.T. Bowling, Inc. (Construction – Grading, Excavation and Road Building) Radford, VA
2007 Jack M. Lewis (64)	President, New River Community College; prior thereto
2004	Dean of New River Community College
James G. Rakes (63)	Dublin, VA Chairman, President and CEO of Bankshares and NBB
1986	Chairman, President and Treasurer of NBFS,  NBB and NBFS Board Member  Blacksburg, VA

The Board of Directors recommends that the stockholders vote “For” all of the nominees for Class 3 director.

**BOARD OF DIRECTORS MEETINGS,**

**COMMITTEES, COMPENSATION, ATTENDANCE AND**

**COMMUNICATIONS WITH DIRECTORS**

Board of Directors Meetings

The Board of Directors of Bankshares meets monthly. In 2007, there were twelve regular meetings and no special meetings.

Board Committees

The Bankshares Board has standing Executive, Audit, Compensation and Nominating Committees. Mr. Rakes is the chairman of the Executive Committee, and Dr. Lewis and Dr. Shuler serve on the Committee. The Executive Committee met twice in 2007. The Audit Committee, which is chaired by Dr. Lewis, is made up of Mr. Ball, Mr. Bowling and Mr. Harry. The Audit Committee had four meetings in 2007. In 2007 the Compensation Committee was comprised of Mr. Ball, Mr. Bowling, Mr. Harry, Dr. Lewis, Dr. Miller, Mr. Peery and Mr. Reynolds. Dr. Shuler serves as its chairman. The Compensation Committee met once in 2007. Dr. Miller is the chairman of the Nominating Committee, and Mr. Peery, Mr. Reynolds and Dr. Shuler are its members. The Nominating Committee did not meet in 2007.

Board Compensation

The members of the NBI Board of Directors receive \$800 for each regular or special Board meeting they attend. They are paid \$400 for each committee meeting. Directors are also paid an annual retainer fee of \$9,000, which was increased from \$6,500 effective on July 1, 2007. The Chairman of the Audit and Compensation Committees each receive an additional \$1,200 annual retainer. Until July 1, the NBI annual retainer fee was reduced by the amount of annual fees paid by any Company subsidiary to NBI Directors who also served on the Board of an NBI subsidiary. NBI Directors receive no other forms of compensation.

**Directors Compensation Table<sup>(1)</sup>**

	Fees Earned or Paid in		Total (\$)
	Cash (\$)	Other (\$)	
Lawrence J. Ball	16,150	---	16,150
Jack W. Bowling	14,150	---	14,150
Jack H. Harry	17,750	---	17,750
Jack M. Lewis	18,950	---	18,950
Mary G. Miller	17,350	---	17,350
William A. Peery	17,350	---	17,350

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Glenn P. Reynolds	17,350	---	17,350
James M. Shuler	16,500	18,600	(2) 35,100

- (1) Directors fees paid to Mr. Rakes are disclosed in the Summary Compensation Table in "Executive Compensation".
- (2) Represents fees paid to Dr. Shuler for his service on the Board of Directors of NBB in 2007.

Director Independence and Certain Transactions with Officers and Directors

As has been mentioned, each director of Bankshares, except for Mr. Rakes, is independent, as defined by the listing standards for the Nasdaq Stock Market, the national securities exchange on which Bankshares common stock is listed. In determining that each director meets the Nasdaq Stock Market's standards for independence, the Board of Directors recognized that NBB, and prior to its 2006 merger with NBB, the Company's other bank subsidiary Bank of Tazewell County (BTC), extends credit in the ordinary course of business to Bankshares' directors and executive officers. Extensions of credit are also made to business organizations and persons with whom Bankshares' directors and executive officers are associated or related. These extensions of credit are made at interest rates and with the same

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requirements as to collateral as prevailing for comparable transactions with the general public at the time credit is extended. In the opinion of bank management, none of the outstanding transactions with directors and executive officers involve a greater than normal risk of collectibility or present other unfavorable features.

In determining that directors meet the defined standard of independence, the Board also considered that Mr. Reynolds regularly provides architectural design and consulting services to Bankshares and NBB, which do not exceed the formal disclosure threshold of \$120,000 per year. Likewise, the Company in which Dr. Miller is a principal has done website design and consulting for NBB. These services are also valued below the \$120,000 annual reporting threshold. There were no reportable related person transactions during 2007.

### Board Attendance

During 2007, each incumbent director attended 75% or more of the total number of meetings of the Board of Directors of Bankshares and of the Board committees on which he or she served. The Board does not have a formal policy regarding directors' attendance at the Annual Meeting of Stockholders. In 2007, all nine NBI directors attended the Annual Meeting.

### Communications with Directors

Stockholders wishing to communicate with the Board of Directors or with specified individual directors should do so in writing mailed to National Bankshares, Inc., P. O. Box 90002, Blacksburg, Virginia 24062-9002, Attention: Board of Directors. All stockholder communications are forwarded to the Board.

## **COMPENSATION DISCUSSION AND ANALYSIS**

*What are the objectives of the Company's compensation program for its named executive officers?*

National Bankshares, Inc. has four goals for its compensation program for named executive officers. These officers are: Chairman, President & CEO James G. Rakes, Treasurer J. Robert Buchanan, Corporate Officer F. Brad Denardo and Secretary and Counsel Marilyn B. Buhyoff.

- To offer salaries and bonuses that fairly reward executive officers for their individual contributions in meeting short-term and long-term corporate strategic and financial goals.
- To offer stock-based compensation that directly aligns the financial interest of executive officers with the Company's success and stockholder value.
- To offer retirement and post-retirement benefits which incent executive officers to remain in leadership roles and which recognize and reward long tenure with the Company.
- To offer total compensation that allows the Company to retain and recruit executive talent and which is competitive with peer financial institutions, but which fits within the Company's conservative approach to managing overhead expense.

*What is the program designed to reward?*

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The compensation program for the Chairman, President & CEO is designed to reward the profitable operation of the Company compared to its peers, particularly as measured by return on assets and return on equity. In addition, the program rewards the Chairman, President & CEO when the Company's short- and long-term strategic goals are met. Named executive officers other than the Chairman, President & CEO are rewarded for the Company's success in meeting its performance goals and particularly for success in those areas for which they have individual management responsibility.

*What is each element of compensation?*

The elements of compensation are:

- Salary (all named executive officers)
- Cash bonus (Chairman, President & CEO)
- Capital Accumulation Plan (Chairman, President & CEO)
- Qualified retirement plans, including defined benefit, 401(k) and employee stock ownership plan (all named executive officers)
- Nonqualified officers' salary continuation plan (all named executive officers)
- Incentive stock option awards (all named executive officers)
- Board of Directors fees (Chairman, President & CEO and Corporate Officer)

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- Perquisites and other personal benefits (Chairman, President & CEO, Chief Financial Officer and Corporate Officer)

### *Why does the Company choose to pay each element of compensation?*

The Company uses salary as the cornerstone of its compensation program because it believes that the focus of executive officers, particularly of those below the level of the Chairman, President & CEO, should be on the Company's long-term growth and performance. Annual increases are awarded based upon individual performance in meeting stated goals for that review period. However, because salary is the major component of their compensation, executive officers have sufficient personal economic security to make and support management decisions that may trade immediate gain for greater long-term corporate success.

Since the Chairman, President & CEO is the individual who has the ultimate responsibility for the success of its operations, it has long been the Company's policy to pay him an annual incentive bonus that is based upon overall performance for the year in question.

The Chairman, President & CEO may also receive a contribution for his benefit to the Capital Accumulation Plan ("CAP"). This nonqualified deferred compensation plan was established to link a portion of the Chief Executive's total compensation package to objective performance criteria. The CAP was also established to help offset the impact of legal limitations on the Chairman, President & CEO's ability to benefit from the Company's qualified retirement plans to the same extent as other employees. Additional information about the CAP is included in "Grants of Plan-Based Awards".

Each named executive officer, along with all other eligible Company employees, participates in three qualified retirement plans. NBI sponsors a defined benefit pension plan, the National Bankshares, Inc. Retirement Income Plan. The National Bankshares, Inc. Retirement Accumulation Plan is a 401(k) plan, and the Company also offers the National Bankshares, Inc. Employee Stock Ownership Plan. The Company believes that it is important to assist its long-term employees, including its executive officers, in assuring financial security in retirement for themselves and their families. More information is contained in "Qualified Retirement Plans".

The Company established a nonqualified salary continuation plan that is designed to provide certain key Company officers, including all named executive officers, with supplemental retirement income. This plan was established to enhance the Company's ability to retain key decision-makers and to supplement the retirement benefits of those more highly compensated executives who, because of legal limitations, are unable to participate fully in the qualified retirement plans. There is further discussion in "Nonqualified Retirement Plans".

The Company elected to establish the National Bankshares, Inc. 1999 Stock Option Plan to promote the identification of the personal interest of participants with the long-term financial success of the Company and with growth in stockholder value. Incentive stock options were granted to the named executive officers under this plan in each year from 1999 to 2005. See "Incentive Stock Options" for more information.

Two of the named executive officers serve as paid directors of the Company and/or of one of its subsidiaries. These individuals receive the same compensation as outside directors. The Company believes that this is an appropriate practice because these executive officers devote additional time to their Board of Directors responsibilities, and all directors, both internal and external, share the same fiduciary obligations and liability risk.

The perquisites and personal benefits that are provided for the Chairman, President & CEO are defined in his employment agreement effective on January 1, 2002. These items were agreed to for two reasons. First, they are typical benefits for individuals holding this position in peer banks and financial holding companies. As such, they are part of a total compensation package that is competitive in the Company's operating environment. Second, certain perquisites that offer a degree of personal benefit are also directly related to job performance. The perquisites that are available to the other named executive officers are limited in nature and offer benefit to both the executives and the Company. See "Executive Compensation" and "Employment Agreements and Change in Control Agreements".

### *How does the Company determine the amount for each element?*

**Salary:** The salaries of National Bankshares' named executive officers, except for that of the Chairman, President & CEO, are within the Company's established salary ranges for each officer position. The ranges are developed after considering an annual salary survey published by the Virginia Bankers Association as well as publicly available salary information about comparable jobs in the locations in which Bankshares

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and its subsidiaries do business. The annual increase in base salary for these individuals is determined by the Chairman, President & CEO. In making the determination, Mr. Rakes considers the nature and responsibility of the position; the competitiveness of the market for the executive's services; the expertise of the individual executive; and to what degree the executive has achieved annual performance goals. Individual annual performance goals support the Company's business strategy, but are not tied to objective performance measures. The Chairman, President & CEO

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reports executive officer salaries to the Compensation Committee at least annually.

The base salary of the Chairman, President & CEO of at least \$225,500 was set in an employment agreement effective on January 1, 2002. The base salary was determined after considering compensation for this position reported in the Virginia Bankers Association's annual salary survey and from the public documents of peer institutions that disclose salaries paid to other individuals holding similar positions. The Board of Directors Compensation Committee determines annual salary increases after assessing the CEO's contributions to the success of the Company. In measuring the Company's success, the Committee compares the NBI's financial results to local and regional peers. Specifically, the Compensation Committee compares Bankshares' return on assets (ROA) and return on equity (ROE) with the average ROA and ROE of a group of at least five peer Virginia banks and bank holding companies. The composition of the peer group generally remains the same, but it is reviewed annually. For 2007, the peer group was made up of First Community Bankshares, First Century Bankshares, Old Point Financial Corp., American National Bankshares and FNB Corp. The fact that this comparison was positive in 2007 is reflected in the amount of salary increase awarded by the Compensation Committee to the Chairman, President & CEO. Although the Committee weights this comparison heavily in determining Mr. Rakes' salary increase, it does not utilize an objective formula. The Committee also considers the Company's progress in meeting budget goals for the year, but it does not utilize a quantitative assessment of budget goals in determining the amount of annual salary increase. Likewise, there are no objective measures utilized, although the Committee considers stock performance and the level of stockholder dividends in establishing salary. In assessing Bankshares' stock performance, the Compensation Committee looks at its price, the price to earnings ratio and dividend yield as compared with the stock of the Company's identified peers. The Committee validates salary increases by referring to the Virginia Bankers Association salary survey and to public documents from peer institutions.

**Cash Bonus:** The annual incentive bonus paid to the Chairman, President & CEO is determined with the same criteria that are used in establishing his annual salary increase.

**Capital Accumulation Plan:** The annual contribution to the Chairman, President & CEO's Capital Accumulation Plan (CAP) is determined using a formula that is included in the employee agreement that was effective in January 1, 2002. A description of the formula, which utilizes objective performance criteria based upon the ROA and ROE of Bankshares as compared with peers, and of the terms of the CAP is provided in "Grants of Plan-Based Awards".

**Qualified Retirement Plans:** The named executive officers participate with other eligible employees in the Company's three qualified retirement plans. Every participant's benefits are determined under the specific provisions of each of the plans. These plans are discussed in greater detail under "Qualified Retirement Plans".

**Nonqualified Salary Continuation Plan:** In early 2006, the Company's subsidiaries entered into salary continuation plan agreements with a group of selected senior officers, including all of the named executive officers. Assuming retirement at normal retirement age (as defined in the Plan), contributions to the Salary Continuation Plan are sufficient to provide 15 annual supplemental retirement income payments of 30% of 2005 annual compensation (adjusted by a pre-retirement inflation factor of 4%) for the Chairman, President and CEO and of 20% of 2005 annual compensation (adjusted by a pre-retirement inflation factor of 4%) for the remaining named executive officers. Additional information is included under "Nonqualified Retirement Plans".

**Incentive Stock Options:** The Chairman, President & CEO recommends annual grants of incentive stock options for the other named executive officers to the Board's Compensation Committee, which serves as the Committee that administers the National Bankshares, Inc. 1999 Stock Option Plan. The recommendation is generally conservative and has been relatively consistent from year to year. In making his recommendation, Mr. Rakes takes into consideration the number of options remaining to be awarded in the Plan; the impact that the option grants will have on the executive officers' total compensation; the Company's success when compared with peers (as measured by ROA and ROE); and the effect of the stock option grants on the Company's annual earnings. After receiving the Chairman, President & CEO's recommendation for the other named executive officers, the Compensation Committee determines the number of stock options to be awarded to him. The Committee's decision is based upon the same factors considered by Mr. Rakes, as well as a comparison of the level of the Chairman, President & CEO's overall responsibility for the Company with that of the subordinate officers. There have been no stock options granted since 2005 because of the negative effect on earnings of accounting rules that were adopted in 2006.

**Board of Directors Fees:** The two named executive officers who receive compensation for serving as Directors of National Bankshares, Inc. and/or the National Bank of Blacksburg (National Bank), receive the same compensation as outside Directors. See also "Board of Director Meetings, Committees, Compensation, Attendance and Communications with Directors".

**Perquisites and Other Personal Benefits:** The Board Compensation Committee negotiated with the Chairman, President & CEO to develop a comprehensive and competitive total compensation package, including perquisites. This package was included in the January 1, 2002 employment agreement. The Chairman, President & CEO determines perquisites available to the other named executive officers. These perquisites are limited to Company-owned automobiles for Mr. Denardo and Mr. Buchanan, which facilitate business travel, and sports



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tickets and club memberships for Mr. Denardo, which assist with marketing and business development efforts. Mr. Rakes reports annually to the Committee on these items.

*How do each element and the Company's decisions regarding that element fit into the Company's overall compensation objectives and affect the decisions regarding other elements?*

As noted, each element supports retention, the achievement of annual and longer term corporate goals and provides reasonable financial security to the employee. Every year the Committee assesses the total compensation package for each named executive officer to determine that it is appropriate. The Committee also reviews each element of the compensation package and determines that each is satisfactory in relation to the other.

The Compensation Committee has reviewed this Compensation Discussion and Analysis with management. The Committee reviewed and fully discussed the Compensation Discussion and Analysis, and the report was recommended to the Board of Directors to be included in this proxy statement.

Members of the Compensation Committee: J. M. Shuler, Chairman, L. J. Ball, J. W. Bowling, J. H. Harry, J. M. Lewis, M. G. Miller, W. A. Peery and G. P. Reynolds.

### **COMPENSATION COMMITTEE PROCEDURES**

The Compensation Committee of Bankshares is made up of all independent, non-employee directors. In 2007, Dr. Shuler was Committee Chairman, and Mr. Ball, Mr. Bowling, Mr. Harry, Dr. Lewis, Dr. Miller, Mr. Peery and Mr. Reynolds were its members.

The Compensation Committee has no formal charter. It is charged with annually evaluating the job performance of the Chairman, President & Chief Executive Officer and determining the appropriate compensation and benefits package for him. The Committee has delegated to Mr. Rakes the responsibility for evaluating the performance and setting the compensation of the other named executive officers, and he reports to the Committee at least annually about those matters.

In carrying out its responsibilities, the Compensation Committee meets at least once each year. There are no officers or employees present at the Compensation Committee's annual meeting to evaluate the performance of the Chairman, President & CEO and to determine his compensation. The Committee considers a package of data provided to it by the Executive Committee. The package includes data about the Company's financial performance; information about the financial performance of peer institutions; and salary data from salary surveys and publicly available sources. At the conclusion of that meeting or at a separate meeting, the Chairman, President & CEO will provide the Committee with a report on the performance and compensation of the remaining named executive officers.

### **COMPENSATION COMMITTEE INTERLOCKS AND INSIDER PARTICIPATION**

None of the directors who serve on the Compensation Committee is now, or has in the past been, an officer or employee of Bankshares or of Bankshares' subsidiaries. Dr. Shuler serves on the Salary and Personnel Committee of NBB. No executive officer of Bankshares, NBB or NBFS served as a director of another entity which had an executive officer serving on the Bankshares Compensation Committee. No executive officer

of Bankshares, NBB or NBFS served as a member of the compensation committee of another entity which had an executive officer who served as a director of Bankshares. None of the members of the Bankshares Compensation Committee, or any business organizations or persons with whom they may be associated, has had any transactions with Bankshares or its subsidiaries, except as explained in "Director Independence and Certain Transactions with Officers and Directors".

**EXECUTIVE COMPENSATION**

Summary Compensation Table

The following table sets forth information concerning total compensation earned or paid to Bankshares' four named executive officers, all of whom received total compensation in excess of \$100,000 in 2007. Mr. Rakes and Mr. Buchanan received compensation from BTC in 2005 and early 2006. Because the regulations controlling the presentation of information in the Summary Compensation Table were changed in 2006, certain information presented in 2006 and 2007 is not included in the data for 2005.

**Summary Compensation Table**

Name and Principal Position	Year	Salary (\$)	Bonus (\$)	Stock Awards (\$)
James G. Rakes	2007	399,267	168,815	0
Chairman, President & CEO – NBI	2006	359,700	151,404	0
(Principal Executive Officer)	2005	327,000	136,400	0
Chairman, President & CEO – NBB				
Chairman, President & Treasurer – NBFS				
J. Robert Buchanan	2007	116,600	0	0
Treasurer – NBI	2006	112,450	0	0
(Principal Financial Officer)	2005	101,250	0	0
Executive Vice President/CFO – NBB				
F. Brad Denardo	2007	181,760	0	0
Corporate Officer – NBI	2006	163,700	0	0
Executive Vice President/ COO – NBB	2005	161,300	0	0
Marilyn B. Buhyoff	2007	127,700	0	0
Secretary & Counsel – NBI	2006	121,000	0	0
Counsel – NBB	2005	113,300	0	0
Executive Vice President & Secretary - NBFS				

**Summary Compensation Table (continued)**

Name	Year	Option Awards <sup>(1)</sup>	Non-Equity Incentive Plan Compensation <sup>(2)</sup>	Change in	All Other Compensation <sup>(4)</sup>	Total (\$)
				Pension Value and Nonqualified Deferred Compensation Earnings <sup>(3)</sup>		
James G. Rakes	2007	0	30,000	\$445,517	58,240	1,101,839
	2006	0	30,000	362,533	65,570	969,207
	2005	62,925	45,000	---	66,280	637,605
J. Robert Buchanan	2007	0	0	\$41,174	6,285	164,059
	2006	0	0	34,034	14,635	161,119
	2005	33,560	0	---	11,080	145,890
F. Brad Denardo	2007	0	0	\$80,244	34,765	296,769
	2006	0	0	60,149	40,755	264,604
	2005	33,560	0	---	31,900	226,760
Marilyn B. Buhyoff	2007	0	0	\$59,504	5,960	193,164
	2006	0	0	67,159	13,075	201,234
	2005	33,560	0	---	11,860	158,720

(1) Stock option awards are valued using the grant date fair value of the awards determined pursuant to the “Statement of Financial Accounting Standards No. 123R, Share-Based Payment”. Stock options were not awarded in 2006 and 2007 because of negative impact on Company earnings.

(2) Contributions to the CAP for Mr. Rakes are reported under “Non-Equity Incentive Plan Compensation”. For 2007, the maximum Company allocation for CAP was \$60,000. To achieve the maximum contribution, the Company’s return on equity (ROE) and

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return on assets (ROA) would both need to have been at least 150% of the average of the ROE and ROA of six peer Virginia banks and bank holding companies.

- (3) "Changes in Pension Value" includes changes in the National Bankshares Retirement Income Plan and in the Officers' Salary Continuation Plan. There was no change in value in the Bank Directors' Deferred Compensation Plan, in which Mr. Rakes is a participant. (See Retirement Plans.) Changes in pension

value are not provided for 2005.

(4) Additional information about “All Other Compensation” for the executive officers is provided in the following chart.

#### Detail of All Other Compensation

Name	Year	Directors Fees (\$) <sup>(1)</sup>	Matching		Perquisites (\$) <sup>(3)</sup>	Total All Other Compensation (\$)
			Contribution Under National Bankshares, Inc. Retirement Accumulation Plan (\$)	Contribution Under National Bankshares, Inc. Employee Stock Ownership Plan (\$) <sup>(2)</sup>		
James G. Rakes	2007	35,500	11,250	---	11,490	58,240
	2006	30,900	12,500	10,800	11,370	65,570
	2005	42,600	11,700	11,980	---	66,280
J. Robert Buchanan	2007	---	5,800	---	485	6,285
	2006	---	6,200	5,660	2,775	14,635
	2005	---	4,580	6,500	---	11,080
F. Brad Denardo	2007	17,400	8,610	---	8,755	34,765
	2006	17,300	6,250	8,465	8,740	40,755
	2005	16,550	6,150	9,200	---	31,900
Marilyn B. Buhyoff	2007	---	5,960	---	---	5,960
	2006	---	5,800	7,275	---	13,075
	2005	---	5,400	6,460	---	11,860

(1) Directors fees for Mr. Rakes include fees from NBI and NBB in 2007 and from NBI, NBB and BTC in 2006 and 2005. All of Mr. Denardo’s directors fees are from his service on the NBB Board.

(2) The 2007 plan year contribution to the Employee Stock Ownership Plan has not yet been allocated among the participants.

(3) The total for perquisites in 2005 was below that year’s reporting threshold for each named executive officer.

- In 2007, perquisites for Mr. Rakes included \$6,270 for the personal use of a Company-owned automobile and \$5,220 for club dues, sports tickets and tax preparation fees

- Mr. Buchanan had \$425 in perquisites for 2007 relating to his personal use of a Company vehicle.
- Mr. Denardo’s 2007 perquisites totaled \$8,755 for personal use of a Company car, club dues and sports tickets.

#### Employment Agreements and Change in Control Arrangements

Several of National Bankshares, Inc.’s executive officers have been employed by the Company and its subsidiaries for many years. These officers have provided guidance in the growth and development of the Company’s business. Their experience and knowledge of the operations and customs of Bankshares is a benefit to the future success of the Company. As an inducement to these executive officers’ continued employment, the Board of Directors determined that Bankshares should enter into an employment and change in control agreement with Mr. Rakes and change in control agreements with Mr. Denardo and Mrs. Buhyoff. The Board implemented the change in control provisions in part to insure

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that Bankshares would be more likely to retain the services of key executives during periods of uncertainty resulting from significant ownership changes, should they occur.

The employment agreement between Bankshares and Mr. Rakes (the "agreement") is effective January 1, 2002. The agreement provides for the continued employment of Mr. Rakes as President and Chief Executive Officer of Bankshares and NBB, at an annual base salary of at least \$225,500. In addition, the agreement provides that Mr. Rakes may be awarded an annual bonus and certain stock-based incentives in the discretion of the Board, as well as employee fringe benefits and executive perquisites. The agreement has a rolling three year term.

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Mr. Rakes' employment agreement also includes a non-equity incentive plan, the Capital Accumulation Plan ("CAP"), for his benefit. The CAP is described in more detail in "Grants of Plan-Based Awards" below.

The agreement has provisions which have the effect of continuing Mr. Rakes' benefits and compensation under the agreement beyond his employment with Bankshares if Bankshares terminates his employment "without cause" or if Mr. Rakes resigns "for good reason". Under these circumstances, Mr. Rakes will continue to receive his base salary and certain executive benefits for 24 months after his employment terminates. "Cause" is defined in the agreement as i) deliberate neglect in the performance of job duties or deliberate failure to follow reasonable instructions, ii) conviction of or indictment for a felony, a crime of moral turpitude or fraud or embezzlement, iii) a material breach of the agreement, iv) dishonesty or breach of fiduciary duty with respect to Bankshares, or v) willful conduct likely to result in material injury to the Company. The agreement defines "for good reason" as assignment of duties inconsistent with the position, or in the event of a change in control, i) Company action that results in a substantial reduction in status, authority or duties, ii) relocation more than 50 miles from initial place of employment, iii) failure by the Company to comply with the agreement, and iv) voluntary termination during the 30-day period immediately following the first anniversary of a change in control.

The agreement also contains provisions which can have the effect of prolonging, enhancing and accelerating Mr. Rakes' benefits and compensation under certain circumstances involving a change in control of Bankshares. A change in control involves circumstances generally where an individual or group acquires 20% or more of Bankshares' stock or a merger occurs which results in a change in the majority of Bankshares' Board of Directors and Bankshares' shareholders do not constitute a majority of the shareholders in the surviving company.

The term of the agreement is automatically extended for three years from the date of a change in control and Mr. Rakes is entitled to continue to receive all of his compensation and benefits during that period, except that he becomes entitled to minimum annual stock-based awards equal to one-third of his base salary. In addition, if after a change in control, Mr. Rakes' employment is terminated by Bankshares "without cause" or by Mr. Rakes "for good reason", he becomes entitled to receive a lump sum salary continuation benefit equal to 2.99 times his average annual compensation includable in his annual gross