

NCI BUILDING SYSTEMS INC
Form DEF 14A
January 23, 2015

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549**

**SCHEDULE 14A
Proxy Statement Pursuant to Section 14(a) of the
Securities Exchange Act of 1934**

Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

- Preliminary Proxy Statement
 Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))
 Definitive Proxy Statement
 Definitive Additional Materials
 Soliciting Material under Rule 14a-12

NCI BUILDING SYSTEMS, INC.

(Name of Registrant as Specified In Its Charter)

Payment of Filing Fee (Check the appropriate box):

- No fee required.
 Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11.
- (1) Title of each class of securities to which transaction applies:
(2) Aggregate number of securities to which transaction applies:

(3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how much it was determined):

(4) Proposed maximum aggregate value of transaction:

(5) Total fee paid:

Edgar Filing: NCI BUILDING SYSTEMS INC - Form DEF 14A

Fee paid previously with preliminary materials.

Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.

(1) Amount Previously Paid:

(2) Form, Schedule or Registration Statement No.:

(3) Filing Party:

(4) Date Filed:

TABLE OF CONTENTS

January 26, 2015

Dear Stockholder:

You are cordially invited to attend the Annual Meeting of Stockholders of NCI Building Systems, Inc. to be held at 10:00 a.m. CST on Tuesday, February 24, 2015, at The Houstonian Hotel located at 111 North Post Oak Lane, Houston, Texas 77024. At this meeting you will be asked to:

- Proposal 1: Elect the three (3) Class I directors named in the accompanying proxy statement to serve until the (1) 2018 Annual Meeting of Stockholders or until their respective successors have been elected and shall have qualified;
- (2) Proposal 2: Ratify the appointment of Ernst & Young LLP as NCI Building Systems, Inc.'s independent registered public accounting firm for fiscal 2015; and
- (3) Transact such other business as may properly come before the Annual Meeting of Stockholders or any reconvened meeting following any adjournment or postponement thereof.

It is important that your shares be represented at the Annual Meeting of Stockholders. Therefore, whether or not you expect to attend in person, please sign and date the enclosed proxy and return it in the enclosed envelope or submit your proxy using the telephone or Internet procedures that may be provided to you at your earliest convenience. Please note that using any of these methods will not prevent you from attending the meeting and voting in person.

Very truly yours,

NORMAN C. CHAMBERS

NORMAN C. CHAMBERS
*Chairman of the Board, President
and Chief Executive Officer*

TABLE OF CONTENTS

**NCI BUILDING SYSTEMS, INC.
10943 North Sam Houston Parkway West
Houston, Texas 77064**

**NOTICE OF
ANNUAL MEETING OF STOCKHOLDERS
TO BE HELD FEBRUARY 24, 2015**

The Annual Meeting of Stockholders of NCI Building Systems, Inc. will be held at The Houstonian Hotel located at 111 North Post Oak Lane, Houston, Texas 77024, on Tuesday, February 24, 2015, at 10:00 a.m. CST. The Annual Meeting of Stockholders will be held for the following purposes:

1. Proposal 1: The election of the three (3) Class I directors named in the accompanying proxy statement to serve until the 2018 Annual Meeting of Stockholders or until their respective successors have been elected and shall have qualified;
 2. Proposal 2: Ratification of the appointment of Ernst & Young LLP as NCI Building Systems, Inc.'s independent registered public accounting firm for fiscal 2015; and
 3. The transaction of such other business as may properly come before the Annual Meeting of Stockholders or any reconvened meeting following any adjournment or postponement thereof.
- Only stockholders of record at the close of business on January 13, 2015 are entitled to notice of, and to vote at, the meeting or any reconvened meeting following any adjournment or postponement thereof.

We are first sending this proxy statement and the enclosed proxy form to stockholders on or about January 26, 2015.

We believe that it is desirable that as large a proportion as possible of the stockholders' interests be represented at our Annual Meeting. **Whether or not you plan to attend our Annual Meeting, we request that you properly date and sign the enclosed form of proxy and promptly return it to us using the enclosed addressed and stamped envelope.** If you are present at the meeting and wish to do so, you may revoke the proxy and vote in person. If, however, you hold your shares through a nominee or broker, you must obtain a signed proxy from the broker in order to be able to vote in person.

By order of the Board of Directors,

TODD R. MOORE

TODD R. MOORE
Executive Vice President, General Counsel and

Corporate Secretary

January 26, 2015

**Important Notice Regarding the Availability of
Proxy Materials for the Stockholder Meeting To Be Held February 24, 2015**

The Notice of Annual Meeting of Stockholders, our Proxy Statement, and Annual Report to Stockholders are available at www.edocumentview.com/NCS.

TABLE OF CONTENTS

**PROXY STATEMENT
FOR
ANNUAL MEETING OF STOCKHOLDERS
To Be Held February 24, 2015**

TABLE OF CONTENTS

<u>PROXY STATEMENT</u>	<u>1</u>
<u>PROPOSAL 1: ELECTION OF DIRECTORS</u>	<u>6</u>
<u>PROPOSAL 2: RATIFICATION OF APPOINTMENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM</u>	<u>11</u>
<u>MANAGEMENT</u>	<u>12</u>
<u>COMPENSATION DISCUSSION & ANALYSIS</u>	<u>15</u>
<u>EXECUTIVE COMPENSATION</u>	<u>28</u>
<u>BOARD OF DIRECTORS</u>	<u>41</u>
<u>CORPORATE GOVERNANCE</u>	<u>46</u>
<u>LEADERSHIP STRUCTURE OF THE BOARD</u>	<u>48</u>
<u>COMMUNICATIONS WITH OUR BOARD</u>	<u>49</u>
<u>SECTION 16(a) BENEFICIAL OWNERSHIP REPORTING COMPLIANCE</u>	<u>49</u>
<u>LEGAL PROCEEDINGS</u>	<u>49</u>
<u>TRANSACTIONS WITH RELATED PERSONS</u>	<u>49</u>
<u>AUDIT COMMITTEE AND AUDITORS</u>	<u>52</u>
<u>STOCKHOLDER PROPOSALS AND DIRECTOR NOMINATIONS</u>	<u>53</u>
<u>ANNUAL REPORT</u>	<u>54</u>
<u>STOCKHOLDERS SHARING THE SAME LAST NAME AND ADDRESS</u>	<u>54</u>
<u>MISCELLANEOUS</u>	<u>55</u>

TABLE OF CONTENTS

NCI BUILDING SYSTEMS, INC.
10943 North Sam Houston Parkway West
Houston, Texas 77064
(281) 897-7788

PROXY STATEMENT
FOR
ANNUAL MEETING OF STOCKHOLDERS
TO BE HELD FEBRUARY 24, 2015

This proxy statement is furnished to stockholders of NCI Building Systems, Inc. (NCI, the Company, we, and us) in connection with the solicitation of proxies to be used at our Annual Meeting of Stockholders (the Annual Meeting) to be held February 24, 2015 at 10:00 a.m. CST. By granting a proxy, you authorize the persons named in the proxy to represent you and vote your shares at the Annual Meeting. Those persons will also be authorized to vote your shares to adjourn the Annual Meeting from time to time and to vote your shares at any adjournments or postponements of the Annual Meeting. Stockholders have a choice of voting over the Internet, at www.investorvote.com/NCS, by telephone using the number 1-800-652-8683, or using a traditional proxy card. The deadline for voting by telephone or electronically is 5:00 p.m. Central Standard Time, on February 23, 2015.

If you give a proxy on the enclosed form, or by telephone or the Internet, you may revoke it at any time before it is exercised at the Annual Meeting by (1) delivering written notice of revocation to the Corporate Secretary of NCI, (2) signing, dating, and delivering to the Corporate Secretary of NCI a later dated proxy at our principal executive offices, which are located at 10943 North Sam Houston Parkway West, Houston, Texas 77064, or (3) attending and voting in person by completing a ballot at the Annual Meeting. Attendance at the Annual Meeting will not, in itself, constitute revocation of a completed and delivered proxy card.

If you are a street name stockholder (meaning that your shares are held in a brokerage account by a bank, broker or other nominee) and you vote by proxy, you may change your vote by submitting new voting instructions to your bank, broker or nominee in accordance with that entity's procedures.

We are first sending this proxy statement and the enclosed proxy form to stockholders on or about January 26, 2015.

ACTION TO BE TAKEN AT ANNUAL MEETING

When you have appropriately specified how your proxy should be voted, the proxy will be voted accordingly. If you properly complete and return a proxy, but do not indicate any contrary voting instructions, your shares will be voted as follows:

FOR Proposal 1, the election as directors of the nominees listed under Election of Directors;
FOR Proposal 2, the ratification of Ernst & Young LLP as NCI's independent registered public accountants for the year scheduled to end on November 1, 2015 (Fiscal 2015); and
At the discretion of the proxy holders, either **FOR** or **AGAINST** any other matter or business that may properly come before the Annual Meeting.

As of the date hereof, our Board of Directors (our Board) is not aware of any other such matter or business to be transacted at our Annual Meeting. If other matters requiring a vote of the stockholders arise, the persons designated as proxies will vote the shares of common stock of the Company, par value \$0.01 per share (the Common Stock), represented by the proxies in accordance with their judgment on those matters.

SOLICITATION OF PROXIES

Our Board is soliciting proxies from the holders of record of our Common Stock at the close of business on January 13, 2015. We will bear the entire cost of soliciting proxies, including the cost of the preparation, assembly, printing and mailing of this proxy statement, the proxy card and any additional information furnished to our stockholders in connection with the Annual Meeting, and no other person or persons will bear those costs either directly or indirectly.

1

TABLE OF CONTENTS

The solicitation of proxies by our Board of Directors will be conducted primarily by mail. In addition, our officers, directors and employees may solicit proxies personally or by telephone, facsimile or electronic means. These officers, directors and employees will not receive any extra compensation for these services, but may be reimbursed for their reasonable expenses in forwarding solicitation material.

Our transfer agent, Computershare Investor Services, Inc., will assist us in the distribution of proxy materials and will provide voting and tabulation services for the Annual Meeting. For these services, we estimate that we will pay approximately \$45,000 in the aggregate for fees and expenses. In addition, we will reimburse brokers, custodians, nominees and fiduciaries for reasonable expenses incurred by them in forwarding proxy materials to stockholders beneficial owners of our Common Stock.

OUTSTANDING CAPITAL STOCK

The record date for stockholders entitled to notice of, and to vote at, the Annual Meeting is January 13, 2015. At the close of business on that date we had 73,488,847 shares of Common Stock issued and outstanding and entitled to be voted at the Annual Meeting. Each share of Common Stock outstanding on the record date is entitled to one vote.

Unless otherwise noted, the following tables set forth, as of January 13, 2015 (the Ownership Date), the number of shares of our equity securities beneficially owned by (1) each person or group known by us to own beneficially more than 5% of the outstanding shares of any class of our equity securities, (2) each director and nominee for director, (3) each of our executive officers identified under the caption Executive Compensation, and (4) all current directors and executive officers as a group. Except as otherwise indicated, each of the persons or groups named below has sole voting power and investment power with respect to the Common Stock. Unless otherwise noted, the mailing address of each person or entity named below is 10943 North Sam Houston Parkway West, Houston, Texas 77064.

Name of Beneficial Owner or Group	Beneficial Ownership ⁽¹⁾	
	Number of Shares	Percent
	Common Stock	
Clayton Dubilier & Rice Fund VIII, L.P. ⁽²⁾	43,103,910	57.26
CD&R Friends & Family Fund VIII, L.P. ⁽²⁾	107,907	*
Norman C. Chambers ⁽³⁾	1,072,347	1.42
Kathleen J. Affeldt ⁽³⁾	39,231	*
George L. Ball ⁽³⁾	9,615	*
James G. Berges ⁽³⁾⁽⁶⁾		*
Gary L. Forbes ⁽³⁾	44,864	*
John J. Holland ⁽³⁾	23,657	*
Lawrence J. Kremer ⁽³⁾	23,849	*
George Martinez ⁽³⁾	39,264	*
Nathan K. Sleeper ⁽³⁾⁽⁶⁾		*
Jonathan L. Zrebiec ⁽³⁾⁽⁶⁾		*
Mark W. Dobbins ⁽³⁾	397,565	*
Mark E. Johnson ⁽³⁾	489,983	*
Todd R. Moore ⁽³⁾⁽⁴⁾	179,482	*
Bradley D. Robeson ⁽³⁾⁽⁵⁾	266,012	*
All directors and executive officers as a group (25 persons) ⁽⁶⁾⁽⁷⁾	3,182,181	4.23

*

Less than 1%.

(1) Includes shares beneficially owned by the listed persons, including unvested restricted shares granted in December 2014 and prior years, shares owned under our 401(k) Profit Sharing Plan and phantom units owned under our Deferred Compensation Plan but does not include any of the performance share units granted to the listed persons on August 1, 2012, December 6, 2012 and in December 2014 (see Compensation Discussion & Analysis Elements of Executive Compensation Long-Term Incentive Compensation). If a person has the right to acquire beneficial ownership of any shares by exercise of

2

TABLE OF CONTENTS

options previously granted within 60 days after the Ownership Date, those shares are deemed beneficially owned by that person as of the Ownership Date and are deemed to be outstanding solely for the purpose of determining the percentage of the Common Stock that he or she owns. Those shares are not included in the computations for any other person. Please see the table accompanying footnote 4 below for additional information regarding equity compensation awards held by the listed persons.

Unless otherwise indicated, Clayton, Dubilier & Rice Fund VIII, L.P. and CD&R Friends & Family Fund VIII, L.P. are referred to collectively as the Investors. Does not include 66,852 restricted shares of Common Stock (2) issued to Clayton, Dubilier & Rice, LLC (CD&R, LLC), as assignee of director compensation payable to Messrs. James G. Berges, Nathan K. Sleeper and Jonathan L. Zrebiec.

The general partner of each of the Investors is CD&R Associates VIII, Ltd., whose sole stockholder is CD&R Associates VIII, L.P. The general partner of CD&R Associates VIII, L.P. is CD&R Investment Associates VIII, Ltd.

CD&R Investment Associates VIII, Ltd. is managed by a two-person board of directors, Donald J. Gogel and Kevin J. Conway, as the directors of CD&R Investment Associates VIII, Ltd., may be deemed to share beneficial ownership of the shares of Common Stock shown as beneficially owned by the Investors. Such persons expressly disclaim such beneficial ownership. Investment and voting decisions with respect to shares held by each of the Investors are made by an investment committee of limited partners of CD&R Associates VIII, L.P., currently consisting of more than ten individuals (the Investment Committee). All members of the Investment Committee disclaim beneficial ownership of the shares shown as beneficially owned by the Investors.

Each of CD&R Associates VIII, L.P., CD&R Associates VIII, Ltd. and CD&R Investment Associates VIII, Ltd. expressly disclaims beneficial ownership of the shares held by the Investors and the restricted shares held by CD&R, LLC as assignees of director compensation payable to Messrs. Berges, Sleeper and Zrebiec. The Investors expressly disclaim beneficial ownership of the restricted shares held by CD&R, LLC as assignees of director compensation payable to Messrs. Berges, Sleeper and Zrebiec. CD&R, LLC expressly disclaims beneficial ownership of the shares held by the Investors.

The address for the Investors, CD&R Associates VIII, L.P., CD&R Associates VIII, Ltd. and CD&R Investment Associates VIII, Ltd. is c/o Maples Corporate Services Limited, P.O. Box 309, Uglund House, South Church Street, George Town, Grand Cayman, KY1-1104, Cayman Islands, British West Indies. The address for CD&R, LLC is 375 Park Avenue, 18th Floor, New York, NY 10152.

The number of shares of Common Stock beneficially owned by each person includes options exercisable on the Ownership Date but excludes options not exercisable within 60 days after the Ownership Date. No currently unexercisable options would become exercisable within 60 days after the Ownership Date. The number of shares (3) of Common Stock beneficially owned by each person also includes unvested shares of restricted stock. Each owner of shares of issued restricted stock has the right to vote his or her shares but may not transfer them until they have vested.

	Options		
	Exercisable (included in the table above)	Not Exercisable within 60 days (not included in the table above)	Unvested Restricted Stock (included in the table above)
Norman C. Chambers	642,471		52,458
Kathleen J. Affeldt	18,841	2,947	8,146
George L. Ball			3,815

Edgar Filing: NCI BUILDING SYSTEMS INC - Form DEF 14A

James G. Berges ⁽⁶⁾			
Gary L. Forbes		7,029	6,105
John J. Holland	10,263	7,517	6,938
Lawrence J. Kremer	6,181	3,053	8,095
George Martinez	265		9,620
Nathan K. Sleeper ⁽⁶⁾			
Jonathan L. Zrebiec ⁽⁶⁾			
Mark W. Dobbins	257,777		16,207
Mark E. Johnson	345,254		25,204
Todd R. Moore	89,708	860	11,737
Bradley D. Robeson	207,511	8,596	6,295

3

TABLE OF CONTENTS

- (4) 59,853 shares of Common Stock are pledged by Mr. Moore to secure a line of credit as to which he has sole voting and investment power.
- (5) 15,000 shares of Common Stock are pledged by Mr. Robeson to secure a line of credit as to which he has sole voting and investment power.
Does not include 43,211,817 shares of Common Stock held by investment funds associated with or designated by CD&R, LLC, or 66,852 shares of Common Stock issued to CD&R, LLC, as assignee of compensation payable to
- (6) Messrs. Berges, Sleeper and Zrebiec. Messrs. Berges, Sleeper and Zrebiec are members of our Board and executives of CD&R, LLC. Messrs. Berges, Sleeper and Zrebiec disclaim beneficial ownership of the shares held by CD&R, LLC and by investment funds associated with or designated by CD&R, LLC.
The number of shares of Common Stock beneficially owned by each director and executive officer as a group includes beneficial ownership of the additional officers listed in the table below. As with the officers and directors listed individually, the number of shares of Common Stock beneficially owned by each person includes options
- (7) exercisable on the Ownership Date or within 60 days after the Ownership Date and excludes options not exercisable within 60 days after the Ownership Date. The number of shares of Common Stock beneficially owned by each person also includes unvested shares of restricted stock. Each owner of restricted stock has the right to vote his or her shares but may not transfer them until they have vested.

	Options		
	Exercisable (included in the table above)	Not Exercisable within 60 days (not included in the table above)	Unvested Restricted Stock (included in the table above)
Richard W. Allen			6,653
Elizabeth L. de Alvarez			2,099
Eric J. Brown	51,216		9,544
Mark T. Golladay	4,167		6,653
John L. Kuzdal	161,712	8,596	9,443
Bradley S. Little			4,197
Rick D. Morrow	228		6,129
Charles T. Prybyloski			5,429
Donald R. Riley			35,690
Robert D. Ronchetto			9,124
Katy K. Theroux			13,894

QUORUM AND VOTING

The presence in person or by proxy of the holders of a majority of the voting power of the stock entitled to vote at an Annual Meeting is necessary to constitute a quorum at the Annual Meeting. Each outstanding share of Common Stock is entitled to one vote. All routine matters will be decided by the vote of a majority of the votes cast by the stockholders present in person or by proxy and entitled to vote on the matter, a quorum being present.

Those nominees receiving a plurality of all of the votes cast on Proposal 1 at the Annual Meeting shall be elected to our Board. Clayton, Dubilier & Rice Fund VIII, L.P. and CD&R Friends & Family Fund VIII, L.P., referred to collectively as the Investors, which own or beneficially own shares of Common Stock representing over 50% of our outstanding voting power as of January 13, 2015, have expressed their intention to vote for the election as directors of the nominees listed under Election of Directors.

The total number of votes cast on Proposal 2, for ratification of the appointment of Ernst & Young LLP as our independent registered public accounting firm for the fiscal year ending November 1, 2015, must represent at least the majority of the votes cast in person or by proxy at the Annual Meeting.

Abstentions are counted for the purpose of determining the presence of a quorum at the Annual Meeting. An abstention has no effect on Proposal 1. With respect to Proposal 2, an abstention has the same effect as a vote against these proposals.

TABLE OF CONTENTS

Brokers holding shares must vote according to specific instructions they receive from the beneficial owners. Broker non-votes occur when brokers do not have discretionary voting authority to vote certain shares held in street name on particular proposals under NYSE rules, and the beneficial owner of those shares has not instructed the broker to vote on those proposals. The NYSE's Rule 452 precludes brokers from voting on non-discretionary proposals without specific instructions from the beneficial owner.

If you are a beneficial owner, your bank, broker, dealer, custodian or other nominee is permitted to vote your shares only with regard to Proposal 2 to ratify the appointment of the independent registered public accounting firm, even if the holder does not receive voting instructions from you. A broker non-vote is treated as present for purposes of determining the existence of a quorum. For purposes of electing directors, a broker non-vote will not affect the outcome of the elections.

TABLE OF CONTENTS

PROPOSAL 1: ELECTION OF DIRECTORS

Our Restated Certificate of Incorporation (the Certificate of Incorporation) and Fourth Amended and Restated By-Laws (the By-Laws) provide that the number of directors on our Board shall be fixed from time to time exclusively pursuant to a resolution adopted by a majority of our Board. The number of members constituting our Board is currently fixed at ten.

In accordance with our Certificate of Incorporation and By-Laws, our Board is divided into three classes, as nearly equal in number as reasonably possible, and members are elected for a term of office expiring at the third succeeding annual stockholders meeting following their election to office or until a successor is duly elected and qualified. Except as otherwise provided by the Stockholders Agreement by and between us and the Investors dated as of October 20, 2009 (the Stockholders Agreement), under our By-Laws, newly created directorships resulting from any increase in the authorized number of directors or any vacancies on our Board resulting from death, resignation, retirement, disqualification, removal from office or other cause shall be filled only by a majority of the votes that can be cast by directors then in office, though less than a quorum, and directors so chosen hold office until the Annual Meeting of stockholders at which the term of office of the class to which the director has been elected expires. The terms of office of each of the Class I directors expire at this Annual Meeting and the terms of office of each of the Class II and Class III directors expire at the Annual Meetings in 2016 and 2017, respectively.

Three Class I directors are to be elected at the Annual Meeting for a term expiring at the Annual Meeting to be held in 2018, or until their respective successors are duly elected and qualified. If, at the time of or prior to our Annual Meeting, any of the nominees should be unable or decline to serve, the discretionary authority provided in the proxy may be used to vote for a substitute or substitutes designated by our Board. Our Board has no reason to believe that any substitute nominee or nominees will be required. However, if a nominee should become unable or unwilling to serve for any reason, proxies may be voted for another person nominated as a substitute by our Board, or our Board may reduce its size. No proxy will be voted for a greater number of persons than the number of nominees named herein.

Our Board believes that each of our directors is highly qualified to serve as a member of our Board. Each of the directors has contributed to the mix of skills, core competencies and qualifications of our Board. Our directors are highly educated and have diverse backgrounds and talents and extensive track records of success in what we believe are highly relevant positions with some of the most reputable organizations in the world. Our Board has also considered the fact that all of our directors have worked for, or served on the boards of directors of, a variety of companies in a wide range of industries. Many of our directors also have served as directors of our company for many years and benefit from an intimate knowledge of our operations and corporate philosophy. Our Board believes that through their varying backgrounds, our directors bring a wealth of experiences and new ideas to our Board.

Described in the following pages are the principal occupations and positions and directorships for at least the past five years of our directors and director nominees, as well as certain information regarding their individual experience, qualifications, attributes and skills that led our Board to conclude that they should serve on the Board. There are no family relationships among any of our directors or executive officers.

Nominees For Election As Director

Class I Nominees For Election As Directors Who Serve Until The Annual Meeting To Be Held In 2018:

James G. Berges

Mr. Berges, age 67, has served as a director since October 2009. Mr. Berges is the Chairman of the Executive Committee and Nominating and Corporate Governance Committee of our Board of Directors. Mr. Berges is a partner of CD&R, LLC, having become a partner of CD&R, Inc. in 2006. Prior to that, he was President of Emerson Electric Co. from 1999 until his retirement in 2005. Emerson Electric Co. is a global manufacturer of products, systems and services for industrial automation, process control, HVAC, electronics and communications, and appliances and tools.

He is also Chairman of the Board of HD Supply Holdings, Inc., a public company, Chairman of the Board of Hussmann International, Inc., a director of PPG Industries, Inc., a public company, and a director of Atkore International. From November 2009 to August 2010, Mr. Berges was a director of Diversey, Inc., and from October 2006 to August 2012, he was

TABLE OF CONTENTS

Chairman of the Board of Sally Beauty Holdings, Inc., a public company. Mr. Berges holds a B.S. in electrical engineering from the University of Notre Dame.

Director Qualifications: Mr. Berges' former leadership role at a global manufacturer provides our Board of Directors valuable insight into the numerous operational, financial, and strategic issues we face. Further, Mr. Berges' service on the boards of other public and private companies provides our Board of Directors with the challenges currently faced by companies in a variety of markets.

Lawrence J. Kremer

Mr. Kremer, age 73, has served as a director since October 2009. Mr. Kremer serves on the Nominating and Corporate Governance Committee of our Board of Directors. Mr. Kremer retired in 2007 from Emerson Electric Co. having served as Corporate Vice President of Global Materials. Prior to that, Mr. Kremer was employed by Whirlpool Corporation, a worldwide producer of appliances, as Senior Vice President of International Operations and Global Materials. Mr. Kremer currently serves as a director of Fifth Third Bank Southern Region, and St. Mary's Hospital System, a Midwest Regional Hospital. Mr. Kremer serves as Chairman of the Board of Trustees of the University of Evansville. Mr. Kremer holds a B.S. and M.B.A from the University of Evansville.

Director Qualifications: Mr. Kremer's leadership roles in global manufacturing brings to our Board of Directors an understanding of the global business environment and valuable insight into the operations of large, complex manufacturing operations.

John J. Holland

Mr. Holland, age 64, has served as a director since November 2009. Mr. Holland serves on the Affiliate Transactions Committee, Audit Committee, and Compensation Committee of our Board of Directors. Mr. Holland has been the President of the International Copper Association since February 2012. The International Copper Association is a marketing association for the copper industry. Mr. Holland has been the President of Greentree Advisors, LLC since October 2004. Mr. Holland was the President, Chief Operating Officer and Chief Financial Officer of MMFX Technologies Corporation, a privately-held steel manufacturing firm, from 2008 until 2009. Prior to that, Mr. Holland was the Executive Vice President and Chief Financial Officer of Alternative Energy Sources, Inc., an ethanol producer, from August 2006 until June 2008. Mr. Holland previously was employed by Butler Manufacturing Company, a producer of pre-engineered building systems, supplier of architectural aluminum systems and components and provider of construction and real estate services for the nonresidential construction market, from 1980 until his retirement in 2004. Prior to his retirement from Butler, Mr. Holland served as Chairman of the Board from 2001 to 2004, as Chief Executive Officer from 1999 to 2004, and as President from 1999 to 2001. Mr. Holland has served as a director of Cooper Tire & Rubber Co. since 2003 and of Saia, Inc. (formerly SCS Transportation, Inc.) since 2002. Mr. Holland holds B.S. and M.B.A. degrees from the University of Kansas and is a certified public accountant.

Director Qualifications: Mr. Holland's extensive career in the metal building industry, including his role as a chief executive officer of a public company, provides the Board with perspective on the particular strategic, manufacturing, sales and marketing, compensation, and personnel issues faced by companies in our industry. Further, Mr. Holland's extensive financial and accounting background as a former chief financial officer and a certified public accountant provides the Audit Committee with valuable expertise.

Vote Required

The affirmative vote of a plurality of all of the votes cast at the Annual Meeting is required for approval of Proposal 1.

If you own shares through a bank, broker or other holder of record, you must instruct your bank, broker or other holder of record how to vote in order for them to vote your shares so that your vote can be counted on this proposal.

The Investors, which own or beneficially own shares of Common Stock representing over 50% of the outstanding voting power of NCI as of January 13, 2015, have expressed their intention to vote For Proposal 1.

7

TABLE OF CONTENTS

Recommendation of our Board of Directors

OUR BOARD OF DIRECTORS RECOMMENDS THAT STOCKHOLDERS VOTE FOR THE ELECTION OF EACH OF THE CLASS I NOMINEES LISTED ABOVE.

Directors Remaining In Office

Class II Directors Who Serve Until The Annual Meeting To Be Held In 2016:

Gary L. Forbes

Mr. Forbes, age 70, has served as a director since December 1991. Mr. Forbes serves on the Executive Committee, Affiliate Transactions Committee, Nominating and Corporate Governance Committee, and is the Chairman of the Audit Committee of our Board of Directors. In addition, Mr. Forbes is our designated Audit Committee financial expert. Mr. Forbes was a Senior Vice President of Equus Total Return, Inc., an investment company, from November 1991 until his retirement in March 2010. Mr. Forbes was a director of Consolidated Graphics, Inc., a publicly traded commercial printing company, where he served on its audit committee, from 1993 until January 2014. Mr. Forbes previously served on the board of directors of Carriage Services, Inc., a publicly traded funeral services company from May 2007 to February 2009. Mr. Forbes earned a B.B.A. in Accounting from the University of Texas at Austin and is a certified public accountant.

Director Qualifications: Mr. Forbes's background has provided our Board of Directors with valuable financial and accounting expertise as our financial expert on the Audit Committee of our Board of Directors. Additionally, having served as a member of our Board of Directors since 1991, Mr. Forbes has a deep historical understanding of our business, operations, and culture.

George Martinez

Mr. Martinez, age 73, has served as a director since March 2003. He serves on the Audit Committee and the Affiliate Transactions Committee of our Board of Directors. Mr. Martinez is Chief Executive Officer of Allegiance Bank Texas, a Houston commercial bank that opened for business in October 2007. He has been active as a bank executive in Houston for over 30 years and is the former Chairman of Sterling Bancshares, Inc., a publicly-traded bank holding company, having served as Chairman of the Board from 2001 to 2004 and as Chief Executive Officer from 1980 to 2001. Mr. Martinez has served as President of Chrysalis Partners, LLC, a performance consulting firm, since 1999 and currently serves as Senior Consultant with the firm. He serves his community on the board of directors of the University of St. Thomas and Collaborative for Children. Mr. Martinez has a B.A. in Business Administration and Economics from Rice University.

Director Qualifications: Mr. Martinez's background and experience in performance consulting and as an executive in the banking industry allow him to provide to the Board valuable financial, accounting, and operational expertise. Additionally, having served as a member of our Board of Directors since 2003, Mr. Martinez has a high degree of familiarity with our business, operations, and culture.

Jonathan L. Zrebiec

Mr. Zrebiec, age 35, has served as a director since November 2009. Mr. Zrebiec is a financial principal of CD&R, LLC, the successor to the investment management business of CD&R, Inc., which he joined in 2004. Prior to joining CD&R, Inc., he was employed by Goldman, Sachs & Co. in the Investment Banking Division. He currently serves as a director of Atkore International Group, Inc., Hussmann International, Inc., Roofing Supply Group, LLC, Wilsonart International Holdings LLC, and Brand Energy & Infrastructure Services, Inc. Mr. Zrebiec holds a B.S. in Economics from the University of Pennsylvania and holds an M.B.A. from Columbia University.

Director Qualifications: Mr. Zrebiec's experience in the financial and investing community provides our Board with insight into business strategy, improving financial performance, and the economic environment in which we operate.

TABLE OF CONTENTS

Class III Directors Who Serve Until The Annual Meeting To Be Held in 2017:

Norman C. Chambers

Mr. Chambers, age 65, has served as our Chairman of the Board since January 2008 and as our President and Chief Executive Officer since January 2007. He served as our President and Chief Operating Officer from April 2004 to January 2007 and has served as one of our directors since May 2003. Mr. Chambers serves on the Executive Committee of our Board of Directors. Mr. Chambers was a director and President of Comfort Systems USA, Inc., a provider of heating, ventilation and air conditioning services, from November 2002 until April 2004 and also served as Chief Operating Officer from February 2003 until April 2004. From November 2001 to October 2002, Mr. Chambers was Chief Operating Officer of Capstone Turbine Corporation, a distributive generation technology company. From April 2000 to September 2001, Mr. Chambers served as President and Chief Executive Officer of Petrocosm Corporation, a privately held e-commerce business serving the energy industry. From June 1985 to April 2000, Mr. Chambers served in various executive positions with Halliburton Company, a provider of energy services and related engineering and construction services, and its subsidiaries. In 2011, Mr. Chambers was appointed to serve as a director of the Business Executives for National Security. Mr. Chambers is a director of the U.S. Chamber of Commerce. In 2011, Mr. Chambers was appointed to serve as chairman of the Let's Rebuild America Leadership Council of the U.S. Chamber of Commerce. Mr. Chambers has over thirty-five years of experience in the engineering and construction industry. Mr. Chambers earned a B.A. from Springfield College and a M.B.A. from Boston College.

Director Qualifications: Mr. Chambers' extensive financial and executive management experience provides him with the necessary skills to be Chairman of our Board of Directors. As a result of his experience, he has dealt with many of the major issues we deal with today, such as financial, strategic planning, compensation, management development, acquisitions, capital allocation, government and stockholder relations. He has developed in-depth knowledge of the engineering and construction industry generally and, as our Chief Executive Officer for the last three years, our company in particular.

Kathleen J. Affeldt

Ms. Affeldt, age 66, has served as a director since November 2009. Ms. Affeldt is the Chairperson of the Compensation Committee of our Board of Directors. Ms. Affeldt retired from Lexmark International, a developer, manufacturer and supplier of printing and imaging solutions for offices and homes, in February 2003, where she had been Vice President of Human Resources since July 1996. She joined Lexmark when it became an independent company in 1991 as the Director of Human Resources. Ms. Affeldt began her career at IBM in 1969, specializing in sales of supply chain systems. She later held a number of human resources management positions. Ms. Affeldt has served as a director of SIRVA, Inc. and as chair of that board's compensation committee. She also served as a director of Sally Beauty Holdings, and as the chair of that board's compensation committee. She currently serves as a director of BTE Technologies, Inc., and was appointed in September 2014 to the board of directors of HD Supply Holdings, Inc. and to its compensation committee. Ms. Affeldt attended the State University of New York and Hunter College in New York City, majoring in Business Administration.

Director Qualifications: Ms. Affeldt's experience in large, multinational companies in general, as well as in the human resources field in particular, provides our Board of Directors with insight into the attraction, motivation, and retention of personnel. Additionally, her service on the boards of other public companies brings to our Board of Directors valuable insight into the strategic, financial, and personnel challenges faced by companies similar to NCI.

Nathan K. Sleeper

Mr. Sleeper, age 41, has served as a director since October 2009. Mr. Sleeper serves on the Compensation Committee, Nominating and Corporate Governance Committee and Executive Committee of our Board of Directors. Mr. Sleeper is a partner of CD&R, LLC, having joined CD&R, Inc. in 2000. Prior to joining CD&R, Inc., he was employed by Goldman, Sachs & Co. in the Investment Banking Division. He has also been employed by Tiger Management. Mr. Sleeper has served as a director of HD Supply Holdings, Inc., a public company. He currently serves as a director of US Foods, Inc., a director of Atkore International

9

TABLE OF CONTENTS

Group, Inc., a director of Hussmann International, Inc., a director of Roofing Supply Group, LLC, a director of Wilsonart International Holdings LLC, a director of Brand Energy & Infrastructure Services, Inc., and a director of CHC Group Ltd., a public company. Mr. Sleeper holds a B.A. from Williams College and an M.B.A. from Harvard Business School.

Director Qualifications: Mr. Sleeper's broad experience in the financial and investment communities brings to our Board of Directors important insights into business strategy and areas to improve our financial performance.

George L. Ball

Mr. Ball, age 56, has served as our director since February 2014. He serves on the Audit Committee and Compensation Committee of our Board of Directors. Mr. Ball is the Chief Financial Officer of Parsons Corporation, a global engineering and construction services company that was established in 1944. Mr. Ball joined Parson in 1995 and has held varying positions of increasing responsibility and was promoted to Chief Financial Officer in 2008. Mr. Ball was formerly a senior accountant with Coopers & Lybrand LLP, now known as PricewaterhouseCoopers LLP. Mr. Ball currently serves as a director of Wells Fargo Real Estate Investment Corporation and is a member of its audit committee. Mr. Ball earned his BS in Accounting from Drexel University.

Director Qualifications: Mr. Ball's background and experience as an executive in a large, multinational engineering and construction services company provides the Board with perspective on strategic, financial, compensation, management development and sales issues. Mr. Ball's extensive experience and financial and accounting background as a chief financial officer provides the Audit Committee with valuable experience. Mr. Ball's extensive financial experience and knowledge of compensation program design provides the Compensation Committee with valuable experience.

TABLE OF CONTENTS

PROPOSAL 2: RATIFICATION OF APPOINTMENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

General

The Audit Committee has appointed the firm of Ernst & Young LLP as our independent registered public accounting firm for the fiscal year ending November 1, 2015, subject to ratification by our stockholders. Ernst & Young LLP has served as our independent registered public accounting firm since our initial public offering in April 1992. Representatives of Ernst & Young LLP are expected to be present at the Annual Meeting and will have an opportunity to make a statement, if they desire to do so, and to respond to appropriate questions from those attending the meeting.

Vote Required

If a majority of the votes cast in person or by proxy at the 2015 Annual Meeting are voted in favor of this proposal, the appointment of Ernst & Young LLP as our independent registered public accounting firm for the fiscal year ending November 1, 2015 will be ratified. Even if the selection is not ratified, the Audit Committee may, in its discretion, direct the appointment of a different independent registered public accounting firm at any time during the year if it believes that such a change would be in the best interests of our stockholders and NCI. If the appointment of Ernst & Young LLP is not ratified, the Audit Committee will reconsider the appointment.

Recommendation of our Board of Directors

OUR BOARD OF DIRECTORS RECOMMENDS THAT STOCKHOLDERS VOTE FOR RATIFICATION OF ERNST & YOUNG LLP S APPOINTMENT AS OUR INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM FOR THE FISCAL YEAR ENDING NOVEMBER 1, 2015.

TABLE OF CONTENTS

MANAGEMENT

Our current executive officers are as follows:

Name	Position
Norman C. Chambers	Chairman of the Board, President and Chief Executive Officer
Mark E. Johnson	Executive Vice President, Chief Financial Officer and Treasurer
Donald R. Riley	President of Group Business Segment
John L. Kuzdal	President of Group Manufacturing Segment
Mark W. Dobbins	President of Metal Components Division
Bradley D. Robeson	President of Engineered Buildings Division
Charles T. Prybyloski	President of Metal Coil Coating Division
Katy K. Theroux	Vice President, Chief Human Resources Officer
Todd R. Moore	Executive Vice President, General Counsel and Corporate Secretary
Eric J. Brown	Executive Vice President and Chief Information Officer
Richard W. Allen	President of Metl-Span
Mark T. Golladay	Vice President, Corporate Development
Bradley S. Little	Vice President, Finance and Chief Accounting Officer
Elizabeth L. de Alvarez	Vice President, Investor Relations
Robert D. Ronchetto	Vice President, Supply Chain Management
Rick D. Morrow	Vice President, Risk Management/Safety

Information concerning the business experience of Mr. **Norman C. Chambers** is provided under the section titled Election of Directors.

Mark E. Johnson, age 48, has served as our Executive Vice President, Chief Financial Officer and Treasurer since March 2008. He had served as our Chief Accounting Officer from August 2006 to November 2010, as our Executive Vice President and Controller since December 2007 until March 2008, and as our Vice President and Controller from February 2006 until December 2007. Before joining NCI in February 2006, Mr. Johnson was employed by Vector ESP, Inc., a company providing information technology services, where he served as a Corporate Controller from 2000 to 2002 and Chief Financial Officer and Senior Vice President from 2002 to August 2005, when the company was acquired. From 1989 to 2000, Mr. Johnson was employed by Ernst & Young LLP. Mr. Johnson has been a CPA since 1991 and earned his B.B.A. in Accounting from the University of Texas at Austin.

Donald R. Riley, age 52, has served as our President of Group Business Segment since December 2014. Before joining NCI, Mr. Riley was employed by Probuild Holdings, LLC, a supplier of building materials to production builders, custom builders, local contractors and project oriented consumers, where he served as Executive Vice President from November 2011 to November 2014. As Executive Vice President, Mr. Riley managed the supply chain, manufacturing, construction services, marketing, pricing, information technology, strategy and business project management office functions. Prior to joining Probuild Holdings, Mr. Riley was employed by Mohawk Industries, Inc., a floor covering company, from September 2004 to November 2011, serving in various capacities such as Chief Information Officer, Senior Vice President Logistics, and Interim Flooring Executive Vice President Customer Experience. At Mohawk Industries, Mr. Riley was responsible for its global information systems, North America logistic functions, and the flooring segment's customer service function. Mr. Riley has a B.S. in Engineering from the University of Tennessee at Knoxville.

John L. Kuzdal, age 49, has served as President of Group Manufacturing Segment since November 2013. Previously, Mr. Kuzdal served as President of the Metal Coil Coating Division from March 2008 to November 2013. Mr. Kuzdal served as Vice President of Operations for NCI's Metal Coil Coating Division from December 2006 until March 2008. From June 2002 to December 2006, he served as Vice President and General Manager of Metal Coaters of California Division. Mr. Kuzdal has been with the Metal Coaters Division since 1998 and has worked in the coil coating and steel industries since 1986. Mr. Kuzdal earned his B.S. in Metallurgical Engineering from the University of Michigan.

12

TABLE OF CONTENTS

Mark W. Dobbins, age 56, has served as President of the Metal Components Division since March 2012. Previously, Mr. Dobbins served as Executive Vice President and Chief Operating Officer from March 2008 to March 2012. Mr.

Dobbins served as President of the Engineered Buildings Division from September 2006 until March 2008 and as Vice President, Operations of the Metal Components Division from October 2000 until September 2006. Mr. Dobbins served as President of the American Building Components Division from January 2000 until October 2000. During 1999, he served as the Senior General Manager of Manufacturing of the Metal Components Division. Before joining NCI in 1998, Mr. Dobbins was employed by MBCI for over 10 years. Mr. Dobbins has over 20 years of experience in the metal building industry. Mr. Dobbins has a B.S. from Angelo State University and has completed the Advanced Management Program at Harvard Business School and the Operations Management Program at Kellogg School of Management.

Bradley D. Robeson, age 52, has served as President of the Engineered Buildings Division since March 2008 and as President of the Robertson-Ceco Division since November 2009. Mr. Robeson served as President of NCI's Metal Coil Coating Division from February 2006 until March 2008 and as the Vice President of Operations of the Metal Coaters Division from October 2005 until February 2006. From February 2001 until October 2005, Mr. Robeson served as Vice President and General Manager of Metal Prep, a Metal Coaters Division entity. From March 1996 until February 2001, Mr. Robeson served as Plant Manager for the NCILP Buildings Division. Prior to March 1996, Mr. Robeson served in various managerial positions with component companies ultimately acquired by NCI. Mr. Robeson has over 25 years industry experience. Mr. Robeson attended Linfield College where he majored in Business Administration and completed the Advanced Management Program at the Harvard Business School.

Charles T. Prybyloski, age 58, has served as President of the Metal Coil Coating Division since November 2013. He previously served as Vice President of Sales and Marketing for NCI's Metal Coil Coating Division since July 2008. Before joining NCI, Mr. Prybyloski was employed by Steelscape, a company providing coil coated painted steel, where he served as an Account Manager from February 2006 to May 2006. Prior to joining Steelscape, Mr. Prybyloski served as General Manager of Coilplus-TX, a steel service center located in San Antonio, TX from January 2001 to December 2005. Mr. Prybyloski has over 30 years of experience in the steel coil coating and processing industry. Mr. Prybyloski earned his B.S. in Industrial Engineering from the Pennsylvania State University.

Katy K. Theroux, age 46, has served as our Vice President, Chief Human Resources Officer since September 2014. Before joining NCI, Ms. Theroux was employed by 1WORLDSYNC (formerly known as 1SYNC), where she served as Chief Marketing and Administrative Officer from 2012 to 2013, and was responsible for the integration of two multinational technology services companies into one global product data management firm. Prior to joining 1WORLDSYNC, Ms. Theroux served as Senior Vice President, Customer Engagement & Solutions for GS1 US and 1SYNC from 2007 to 2012, and was responsible for customer support, marketing, human resources and facilities shared services for all operating units. Ms. Theroux also served as its Chief Human Resources Officer from 2006 to 2012. Ms. Theroux currently serves as Chairman of the Board of Peirce College. Ms. Theroux has a B.S. from Syracuse University and an M.B.A. from Saint Peter's University.

Todd R. Moore, age 55, has served as our Executive Vice President and General Counsel since December 2007 and as our Vice President and General Counsel since March 2003. Mr. Moore has served as a Vice President and General Counsel of all NCI divisions since January 1999 and as our Corporate Secretary since March 2005. Before joining NCI in January 1999, Mr. Moore was a partner in the Trial Section of Gardere Wynne Sewell LLP, a law firm based in Texas. Mr. Moore has a B.A. in Political Science from Southern Methodist University and a J.D. from the University of Tulsa College of Law. He is licensed to practice law in the State of Texas.

Eric J. Brown, age 57, has served as our Executive Vice President and Chief Information Officer since December 2007 and Vice President and Chief Information Officer since June 2004. Before joining NCI, Mr. Brown was Chief

TABLE OF CONTENTS

joined NCI. From 2000 to 2002, Mr. Brown was Chief Information Officer of Petrocosm Corporation. From 1992 to 2000, Mr. Brown was a Director at KPMG Consulting LLC. Mr. Brown has a B.B.A. from the University of Hawaii.

Richard W. Allen, age 39, has served as our President of Metl-Span since December 2014. Mr. Allen previously served as our Executive Vice President from November 2013 until December 2014, as our Vice President, Finance and Chief Accounting Officer from October 2010 until November 2013, as our Vice President, Finance and Corporate Controller from January 2008 until October 2010 and, before that, as our Director of Corporate Accounting Services from April 2007 until January 2008. Before joining NCI, Mr. Allen was employed by Deloitte & Touche LLP, where he served as an Audit Senior Manager from 2004 to 2007 and Audit Manager from 2002 to 2004. Mr. Allen has a B.A. in Accounting from Stephen F. Austin State University and a M.B.A. from the University of Houston.

Mark T. Golladay, age 52, has served as our Vice President of Corporate Development since December 2007. Mr. Golladay previously served as our Vice President of Corporate Purchasing from March 2006 to December 2007. Before joining NCI, Mr. Golladay was employed for twenty years by Butler Manufacturing Company, a company that produces metal building systems and architectural products for the nonresidential construction market, where he served as Finance Director for Butler Europe from 1999 to 2002, Director of Business Development from 2002 to 2003, Finance Director for Butler De Mexico from 2003 to 2004, and Managing Director for Butler De Mexico from 2004 to 2006. Mr. Golladay has a B.S. in Accounting and Business Administration from the University of Kansas.

Bradley S. Little, age 37, has served as our Vice President, Finance and Chief Accounting Officer since November 2013. Before joining NCI, Mr. Little was employed by Technip USA, Inc., where he served as Vice President of Finance from September 2012 to June 2013. Prior to joining Technip USA, Mr. Little held various positions with Willbros Group, Inc., from August 2009 until September 2012, most recently as Controller, Oil & Gas Segment. Prior to joining Willbros Group, Mr. Little held various positions with PricewaterhouseCoopers, LLP, from September 2001 until August 2009. Mr. Little is a certified public accountant and has a B.B.A. in Accounting from Texas State University.

Elizabeth L. de Alvarez, age 46, has served as our Vice President, Investor Relations since January 2013. Before joining NCI, Ms. de Alvarez was the Deputy Director for the Texas Region for Business Executives for National Security, a national non-profit organization dedicated to aiding the U.S. government by applying best business practice solutions to national security problems, where she served from July 2011 to December 2012. As Deputy Director, she was responsible for program development and member relationship management. Ms. de Alvarez began her career with the Central Intelligence Agency in 1990 working in the Directorate of Intelligence. Ms. de Alvarez has a B.A. from the University of Texas at Austin.

Robert D. Ronchetto, age 48, has served as our Vice President of Supply Chain Management since December 2011. Before joining NCI, Mr. Ronchetto was employed by Greif Inc., a world leader in industrial packaging and service where he served as Vice President of Global Sourcing from November 2004 to July 2011. Prior to Greif, Mr. Ronchetto was employed by Emerson Electric from 1990 to 2004. Mr. Ronchetto has a B.S. in Industrial Management from Southwest Missouri State University and a M.B.A. from St. Louis University.

Rick D. Morrow, age 54, has served as our Vice President of Risk Management/Safety since September 2014. Previously, Mr. Morrow served as Vice President, Human Resources/Risk Management from 2005 until September 2014, General Manager of Human Resources from 1998 until 2005, Human Resources Manager in the Metal Components Division from 1995 to 1998, and as Safety Manager in the Metal Components Division from 1990 until 1995. Before joining the Metal Components Division in 1990, Mr. Morrow served as a Loss Control Consultant with CNA Insurance Company from 1989 to 1990, and as a Loss Control Specialist with American General Fire and Casualty from 1987 to 1989. Mr. Morrow earned his BBA degree from the University of North Texas.

TABLE OF CONTENTS

COMPENSATION DISCUSSION & ANALYSIS

Introduction

This Compensation Discussion & Analysis (CD&A) provides information regarding NCI's compensation programs for our Chief Executive Officer (CEO), our Chief Financial Officer and our three other most highly compensated executive officers for the fiscal year ended November 2, 2014 (Fiscal 2014) and certain compensation actions taken in Fiscal 2014. (Throughout the CD&A we occasionally refer to other fiscal years of NCI in the same manner.) The CD&A is also intended to place in perspective the information contained in the executive compensation tables that follow this discussion.

Throughout this discussion, the following individuals are referred to collectively as the Named Executive Officers or NEOs and are included in the Summary Compensation Table that follows this discussion:

Norman C. Chambers, Chairman of the Board, President and Chief Executive Officer;
Mark E. Johnson, Executive Vice President, Chief Financial Officer and Treasurer;
Mark W. Dobbins, President of Metal Components Division;
Bradley D. Robeson, President of Engineered Buildings Division; and
Todd R. Moore, Executive Vice President, General Counsel and Corporate Secretary.

Summary of Compensation Matters for Fiscal 2014

Our financial performance during the first half of Fiscal 2014 was hampered by extreme winter weather, supply chain disruptions and a stagnant economy. However, we were able to rebound in our second half and finish the fiscal year with increasing profitability in our fourth quarter, achieving our best second half performance since 2008. During Fiscal 2014:

Revenues increased by 4.7% to \$1.4 billion.

Gross profit increased by 5.7% to \$291.8 million.

Adjusted EBITDA increased to \$75.5 million, up 6.5% from Fiscal 2013's \$70.9 million.

Cash provided by operations decreased from \$64.1 million in Fiscal 2013 to \$33.6 million in Fiscal 2014.

Net income per diluted share of Common Stock increased to \$0.15, up from a net loss of (\$0.29) per diluted share of Common Stock in Fiscal 2013. Adjusted net income per diluted Common Stock was \$0.16 up from \$0.00 in Fiscal 2014.

The closing price per share of Common Stock of \$19.87 at the close of Fiscal 2014 represents an increase of 37.5% as compared to the Fiscal 2013 closing price of \$14.45.

For an understanding of how these measures relate to generally accepted accounting principles, please refer to the section entitled Non-GAAP Measures in Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations of our Annual Report on Form 10-K for the fiscal year ended November 2, 2014.

During Fiscal 2014, we operated our compensation programs, including for our NEOs, in a manner consistent with our pay-for-performance philosophy. As discussed in greater detail below, in Fiscal 2014 we undertook a review of the compensation provided to our Named Executive Officers and took a number of actions related to NEO compensation, the most significant of which were:

We did not make any equity awards to our NEOs in Fiscal 2014 because of the performance share unit program that we adopted in Fiscal 2012. However, in light of the upcoming expiration in June 2015 of the performance period for

the current long-term incentive program covering the NEOs, we decided to adopt a new equity incentive program for our NEOs, and, in order to avoid any gap in management retention in the second half of Fiscal 2015, we made grants under that new program shortly after the end of Fiscal 2014 (see Long-Term Incentive Compensation Long-Term Incentive Compensation Awards Granted in Fiscal 2014 to NEOs below).

15

TABLE OF CONTENTS

Although the mathematical calculation of Company performance under our annual incentive program resulted in significant bonus amounts for our NEOs, our Compensation Committee elected to approve substantially reduced annual bonuses to our NEOs for Fiscal 2014 based on its assessment of Company performance. In addition, the Company has implemented a new annual incentive program for our NEOs for Fiscal 2015 that it believes will better align management incentives with the interests of our stockholders. The Compensation Committee also granted one-time bonuses to certain of the NEOs to reflect their exceptional efforts in connection with the Company's transactional activity in Fiscal 2014. (See Annual Bonuses below.)

We implemented limited salary increases in Fiscal 2014 for certain of our NEOs.

As we have in prior fiscal years, during Fiscal 2015, we intend to continuously monitor and evaluate our compensation practices to ensure that they remain aligned with our compensation objectives.

Compensation Philosophy and Objectives of NCI's Compensation Program

Our executive compensation philosophy remains that executive pay should be linked to the performance of NCI and the individual executives, and should be designed to attract, retain and motivate the executives necessary to accomplish NCI's business strategy.

Our Compensation Committee has established objectives for our executive compensation programs. NCI believes that the quality, skill and dedication of its executive officers are critical factors affecting the long-term success of NCI. Our key compensation goals are to attract, retain and motivate exceptional executives, to reward past performance measured against established goals, to provide incentives for future performance, and to align executives' long-term interests with the interests of our stockholders.

In designing our compensation programs, we use a combination of short- and long-term incentive compensation to reward near-term excellent performance and to encourage executives' commitment to NCI's long-range, strategic business goals. NCI operates in an intensely competitive industry and has experienced challenges caused by adverse weather conditions, volatility in the price of steel, industry cyclicalities and seasonality, fluctuations in demand and poor economic conditions affecting the construction industry. The Compensation Committee believes NCI's depressed stock price continues to be a challenge to retention that both long- and short-term incentives can address. Long-term incentives balance the emphasis on long-term versus short-term business objectives and reinforce that one should not be achieved at the expense of the other. We believe that long-term incentive compensation helps to further NCI's compensation objectives, including the retention of high-performing, experienced executives whose interests are strongly aligned with the interests of stockholders. Further, a multi-year vesting period for grants of restricted stock, stock options and performance share units helps to ensure that the value received by executives depends on the strong performance of NCI over time. We balance short- and long-term compensation through salary and performance bonuses, and the grant of restricted stock, stock options, and performance share units, respectively. Our goal is to increase the proportion of long-term compensation as an executive's responsibility within our company increases.

Determination and Administration of Compensation Programs and Amounts

Decisions regarding executive compensation are based primarily on the assessment by the Compensation Committee of each Named Executive Officer's leadership and operational performance and potential to enhance long-term value to NCI's stockholders. In the five fiscal years prior to Fiscal 2012 and in Fiscal 2013, the Compensation Committee had not used the services of any compensation consultants. In Fiscal 2014, AON Hewitt was retained to assist the

Compensation Committee in its review of NCI's executive compensation program. The Compensation Committee also relies on its judgment, prior experience, and the judgment of our CEO, Mr. Chambers, about each individual Named Executive Officer in determining the amount and combination of compensation elements and whether each payment or award appropriately encourages and rewards performance. Key factors considered by the Compensation Committee in this regard include:

actual performance compared to the financial, operational and strategic goals established for NCI and the Named Executive Officer's reporting unit at the beginning of the year;
the nature, scope and level of the Named Executive Officer's responsibilities;

16

TABLE OF CONTENTS

individual contribution to NCI's financial results, particularly with respect to key measures such as cash flow, revenue, earnings and return on assets;

effectiveness in leading our initiatives to enhance quality and value provided to customers; and individual contribution to a culture of honesty, integrity and compliance with our Code of Business Conduct and Ethics and applicable laws.

The Compensation Committee also considered each Named Executive Officer's current salary and prior-year bonus, if any, the appropriate balance between incentives for long-term and short-term performance, and internal pay equity in other words, the relative differences among the compensation of the executive officers. The Compensation Committee's charter provides that it may retain advisors, including compensation consultants, in its sole discretion.

Role of Management and Independent Advisors

The Compensation Committee meets regularly in separate executive sessions without management personnel present and also requests periodically that our officers or employees attend meetings. During Fiscal 2014, Mr. Chambers and other senior executives attended certain Compensation Committee meetings at the committee's request to advise the committee regarding our performance and to recommend proposed modifications to our compensation and benefits.

Our management, under the leadership of our CEO, plays an important role in establishing and maintaining our Named Executive Officer compensation programs. Management's role includes recommending plans and programs to the Compensation Committee, implementing the Compensation Committee's decisions regarding the plans and programs and assisting and administering plans in support of the Compensation Committee. The Compensation Committee also relied to a certain extent on Mr. Chambers' evaluations of other Named Executive Officers whose day-to-day performance is not as visible to the committee as it is to Mr. Chambers.

During Fiscal 2014, the Compensation Committee directed the Company to retain the services of AON Hewitt (the consultant) on its behalf as part of the Compensation Committee's review of executive officer compensation. The Compensation Committee believed it was prudent to retain a compensation consultant to review our executive compensation program. In hiring the consultant, the Compensation Committee intended to ascertain whether senior management's compensation was sufficient to accomplish our compensation program's objectives or whether changes would be necessary or appropriate. In engaging AON Hewitt, the Compensation Committee determined that AON Hewitt did not have any economic interest or other relationship that would create a conflict with its services to the Compensation Committee.

The consultant (i) compared all forms of direct compensation (including base salary, annual incentives, long-term incentives, and total direct compensation) of our senior management to estimated marketplace compensation levels developed by the consultant's Total Compensation Measurement Executive Compensation Database (Compensation Database), which is a proprietary database maintained by the consultant and which NCI played no role in developing or applying to NCI; (ii) worked with human resources to gain a solid understanding of the role of each senior management position in the consultant's analysis to ensure proper benchmarking to the survey, and (iii) prepared a report that provided the consultant's methodologies, findings, and conclusions. The consultant's report included formal benchmarking of our senior management's compensation for the relevant periods against general industry companies in the Compensation Database selected by the consultant with similar levels of revenue to NCI. The consultant's report did not provide any advice or recommendations to the Committee with respect to the amount or form of compensation paid to our Named Executive Officers. NCI did not select, approve or review a peer group from the Compensation Database.

Following its review of our compensation program, the consultant concluded that NEO base salary levels, on average, were near the 25th percentile of the group against which base salaries were benchmarked. Target annual bonus levels

were closest to the 75th percentile of this group (but actual bonuses were not paid to the NEOs for Fiscal 2013). The consultant also concluded that the annualized value of our long-term incentive levels, on average, fell near the estimated marketplace 25th percentile. Target total annual compensation (consisting of base salary, annual incentives and long-term incentives) were within the 50th percentile range of this group. Based on (1) its review of the consultant's report, (2) discussions with and recommendations by

TABLE OF CONTENTS

Mr. Chambers and (3) our pay-for-performance policies, the Compensation Committee determined to make modest increases to base salaries to certain NEOs (see Elements of Executive Compensation Base Salary below); to change the annual incentive program covering the NEOs for Fiscal 2015 (see Elements of Executive Compensation Annual Bonuses below); and to make long-term incentive awards for a three-year performance period beginning in Fiscal 2015 (see Elements of Executive Compensation Long-Term Incentive Compensation below).

Elements of Executive Compensation

The principal elements of compensation provided to our Named Executive Officers historically have consisted of a base salary supplemented with the opportunity to earn a bonus under NCI's annual cash bonus program (the Bonus Program) and long-term incentive compensation in the form of stock options and restricted stock under NCI's 2003 Long-Term Stock Incentive Plan (the Incentive Plan). In Fiscal 2014, our long-term compensation for our NEOs also consisted of the grants of performance share units that we granted in Fiscal 2012 and for which the three-year performance period ends in June 2015. We have also adopted retirement plans for certain of our employees, including a deferred compensation plan (a Deferred Compensation Plan or DCP) under which our Named Executive Officers can elect to defer a portion of their base salary and bonus. In addition, we provide limited perquisites that enhance our ability to be competitive in attracting and retaining talented executive officers and allow executive officers more time to focus on business objectives.

Base Salary

The Compensation Committee annually reviews base salaries and makes adjustments in light of the Named Executive Officer's responsibilities, experience and performance levels relative to other executives as well as the potential for making significant contributions in the future, to ensure that salary levels remain appropriate and competitive. Because the rate of any increase in base salary levels helps to provide incentives for continuous improvement in individual performance, we view individual factors as more significant than overall company performance in a particular year when determining base salary levels. Base salary also provides the foundation for calculating other benefits such as annual cash bonus and discretionary and restoration matching under the Deferred Compensation Plan and 401(k) plan so the executive's individual performance has a significant impact on both salary and the benefits derived from salary.

In Fiscal 2014, the Compensation Committee adjusted certain NEOs' base salary based on its review of the report provided by AON Hewitt as follows so that the salaries are above the 25th percentile:

Named Executive Officer	Fiscal 2013 Salary	Fiscal 2014 Salary	Percentage Increase
Norman C. Chambers	\$ 750,000	\$ 825,000	10.0 %
Mark E. Johnson	\$ 360,000	\$ 425,000	18.1 %
Todd R. Moore	\$ 310,000	\$ 350,000	12.9 %

Annual Bonus

Generally

Short-term annual cash incentive compensation is provided through our Bonus Program, under which annual cash bonuses may be paid to executives to reward their contributions to our business during the year. In Fiscal 2013, our

stockholders approved our Senior Executive Bonus Plan effective for Fiscal 2014 and subsequent fiscal years. The Senior Executive Bonus Plan provides that the maximum aggregate bonus payable to any NEO cannot exceed 3% of the Company's adjusted EBITDA for the applicable Performance Period. Shareholder approval of the plan maximum is intended to cause the Senior Executive Bonus Plan to meet requirements of Section 162(m) of the Internal Revenue

Code which, if not met, might result in a loss of tax deductibility of annual bonus amounts. Structuring the plan maximum in this way also permits us to establish performance goals that might not otherwise comply with Section 162(m), and, accordingly, this plan maximum can be, and is routinely expected to be, reduced by our Compensation

Committee so that the amount of the annual bonus paid to each NEO under the Senior Executive Bonus Plan is consistent with the performance objectives that we establish for any particular fiscal year under our Bonus Program.

Thus, our

TABLE OF CONTENTS

Bonus Program for our Named Executive Officers, as it is currently in effect and as it may be modified by the Compensation Committee from time to time, is intended to fit within the framework of negative discretion under the Senior Executive Bonus Plan and thereby to provide our Compensation Committee with the maximum flexibility in designing our Bonus Program while at the same time preserving the full deductibility of bonuses paid under the Bonus Program.

Fiscal 2014

For Fiscal 2014, as for the several prior fiscal years, our Bonus Program for Named Executive Officers was tied to the specific performance metrics of return on operating assets (ROA) and increase in earnings per share (EPS Growth) for NCI as a whole. By focusing our senior leadership team on Company-wide results, we emphasize cooperation and coordination across all of our business units for the success of NCI as a whole, and we provide all business units comparable visibility into the achievement of those goals. We believe that the Bonus Program for Fiscal 2014 supported our pay-for-performance compensation philosophy. We also believe that EPS Growth as a bonus criterion for top management provides incentives to maximize stockholder value and growth, while ROA provides incentives to aggressively manage assets in relation to income and expenses. The calculations of ROA and EPS Growth generally exclude unusual or non-recurring expenses at the discretion of the Compensation Committee (including, for example, acquisition costs and debt refinancing costs) so as to focus the calculations solely on operational metrics. The Bonus Program provides that ROA is calculated by dividing (a) earnings before interest and taxes (EBIT) plus deferred financing costs and other approved non-recurring expenses by (b) assets, excluding cash, deferred taxes, indefinite-lived intangible assets and goodwill. We believe that the Bonus Program's calculation of ROA (including the adjustments referred to above) rewards employees and management for the underlying operational performance of NCI.

For Fiscal 2014, Named Executive Officers were eligible for annual cash bonuses equal to a percentage of their respective base salaries, contingent upon the achieved ROA and/or EPS Growth for the fiscal year. Mr. Chambers target annual bonus is equal to 100% of his base salary. For the other Named Executive Officers, the target annual bonus is equal to 75% of base salary. Under the Bonus Program as in effect for Fiscal 2014, no bonuses would be paid unless ROA was at least 5%. The percentage of base salary payable as a bonus increases proportionately with increases in the ROA and EPS Growth achieved. There is no cap under the Bonus Program on the amount of an individual bonus that may be earned by our Named Executive Officers (other than the generally applicable plan maximum under the Senior Executive Bonus Plan). However, total bonuses for all employees, including non-management employees, may not exceed 15% of NCI's adjusted pre-tax profit, calculated in accordance with the Bonus Program, before accrual for bonuses and before share-based compensation expense under the Incentive Plan.

The following table shows, for illustrative purposes only, the effects of varying levels of ROA and EPS Growth on the cash bonus amounts payable to our executive officers (including the Named Executive Officers) and other participants under our 2014 Bonus Program.

EPS Growth		ROA		Percentage of Salary for Named Executive Officers, Except Mr. Chambers		Percentage of Salary for Mr. Chambers	
0	%	5	%	0	%	0	%
0	%	10	%	8	%	10	%

Edgar Filing: NCI BUILDING SYSTEMS INC - Form DEF 14A

0	%	15	%	23	%	30	%
5	%	15	%	30	%	40	%
10	%	0	%	0	%	0	%
10	%	5	%	8	%	10	%
10	%	15	%	38	%	50	%
20	%	25	%	83	%	110	%

For Fiscal 2014, NCI achieved ROA of 5.1% and adjusted earnings per diluted share expanded from break even in Fiscal 2013 to income of \$0.16 in Fiscal 2014, adjusted for non-recurring expenses. While the Compensation Committee is willing to allocate a significant portion of the NEOs total compensation to incentive pay resulting from superior performance (including annual bonuses) under our pay-for-performance philosophy, for Fiscal 2014 it was the Compensation Committee's determination that the application of the

TABLE OF CONTENTS

ROA and EPS Growth performance metrics in the Bonus Plan matrix resulted in excessive bonus amounts under the circumstances. Because the Compensation Committee believed that EPS Growth did not reflect the true underlying performance of NCI for Fiscal 2014 as we reported negative EPS on a GAAP basis for Fiscal 2013, the Compensation Committee exercised its discretion to disregard the EPS Growth results in determining the amount of bonuses to be paid and to pay bonuses at 20% of target for Fiscal 2014, as reflected in the following table. In addition, Messrs. Chambers, Johnson and Moore received one-time bonuses of \$60,000, \$40,000 and \$30,000, respectively, for what the Compensation Committee viewed as exceptional effort in connection with the Company's transactional activity during Fiscal 2014. These one-time bonuses are reflected in the percentages shown in the following table.

Named Executive Officer	Fiscal 2014 Bonus Paid	Total Bonus as a Percentage of Salary
Norman C. Chambers	\$ 165,000	27.27 %
Mark E. Johnson	\$ 63,750	24.41 %
Mark W. Dobbins	\$ 48,750	15.0 %
Bradley D. Robeson	\$ 46,500	15.0 %
Todd R. Moore	\$ 52,500	23.57 %

Fiscal 2015

In Fiscal 2014, our Compensation Committee reviewed the historical structure and operation of the Bonus Program, including in connection with the report issued by AON Hewitt. Our Compensation Committee noted that, in certain fiscal years, the Bonus Program produced no annual bonuses where Company performance would have justified annual bonuses at some level of payment, and in other years (including Fiscal 2014) produced annual bonuses that were extremely high and viewed by the Compensation Committee and management as not justified by Company performance. As noted in the AON Hewitt report, this trend has resulted in distortions to management compensation levels when benchmarked against general industry companies of similar size. (See *Role of Management and Independent Advisors* above.)

Consequently, for Fiscal 2015, our Compensation Committee has determined to implement a new Bonus Program design that it believes will more accurately match payouts to our pay-for-performance philosophy. For 2015, annual bonuses will be determined based on ROA and a new performance metric, adjusted EBITDA. These performance metrics will be equally weighted, and, unlike the Bonus Program in prior fiscal years, the satisfaction of one of the performance metrics will result in a bonus payment even if the other is not satisfied. The ROA and adjusted EBITDA performance goals will be set annually. For Fiscal 2015, each of the performance metrics will have thresholds below which no payout on that metric will occur. Annual bonuses for Fiscal 2015 are capped at 200% of target for performance above target levels. As under the prior Bonus Program, Mr. Chambers' target annual bonus is equal to 100% of his base salary, and, for the other Named Executive Officers, the target annual bonus is equal to 75% of base salary. Total annual bonuses for all employees, including non-management employees, may not exceed 15% of NCI's adjusted pre-tax profit for Fiscal 2015, calculated in accordance with the Bonus Program, before accrual for bonuses and before share-based compensation expense under the Incentive Plan, and may also not exceed the maximum amounts payable under the Senior Executive Bonus Plan.

Long-Term Incentive Compensation

Generally

Our long-term incentive compensation is provided under the Incentive Plan, a stockholder-approved equity-based compensation plan that allows NCI to grant a variety of awards, including stock options, restricted stock, stock appreciation rights, performance share awards, phantom stock awards and performance-based and other cash awards.

We believe that equity awards to our Named Executive Officers must be sufficient in size to provide a strong, long-term performance and retention incentive for executives and to increase their vested interest in NCI. The value of the equity awards granted to Named Executive Officers is based on individual performance assessments of each of the Named Executive Officers as well as other members of executive management.

20

TABLE OF CONTENTS

Prior to Fiscal 2012, our practice had been to make annual awards of restricted stock to Named Executive Officers and other senior management personnel with vesting based on continued employment over four years. The total number of shares granted under this approach is substantially less than the number that would be required under an option program designed to deliver equivalent levels of compensation. However, the ability to grant stock options is within the discretion of the Compensation Committee, and the Compensation Committee has occasionally done so. Other than with respect to the performance share units granted in Fiscal 2012, long-term incentive grants have typically been made in December of each year.

Long-Term Incentive Compensation Awards Granted in Fiscal 2012

In Fiscal 2012, the Compensation Committee, in consultation with our Chief Executive Officer, determined that it would be advisable and in the best interests of NCI's stockholders to change our long-term compensation program for our Named Executive Officers and other key members of the executive leadership team and to make a grant of performance share units covering a three-year performance period with the terms described below (the FY 2012 PSUs). The purpose of the FY 2012 PSUs is to closely align the incentive compensation of the executive leadership team, including NEOs, for the duration of a three-year performance cycle with returns to NCI's stockholders and thereby further motivate the executive placing a material amount of incentive compensation of each executive at risk and by offering extraordinary reward for the attainment of extraordinary results.

The Compensation Committee awarded the following target number of FY 2012 PSUs to each of our Named Executive Officers:

Norman C. Chambers	275,000
Mark E. Johnson	145,000
Mark W. Dobbins	85,000
Bradley D. Robeson	85,000
Todd R. Moore	85,000

As a condition to the grant of FY 2012 PSUs, each of our Named Executive Officers has agreed that the FY 2012 PSUs are in lieu of all equity compensation to be granted between July 1, 2012 and January 1, 2015, including annual grants of restricted stock that might otherwise be made in respect of the performance period, unless the Compensation Committee determines otherwise. Thus, annual equity awards were not granted to the NEOs in Fiscal 2013 or Fiscal 2014.

Subject to continued employment with NCI during a three-year performance period beginning on July 1, 2012 and ending on June 30, 2015, each Named Executive Officer may earn from 0% to 300% of this target number of FY 2012 PSUs based on NCI's total stockholder return, or TSR, during the performance period. For this purpose, the TSR of NCI will be determined by comparing the price of NCI's Common Stock at July 1, 2012 against the average closing price of NCI's Common stock during the 20 trading days ending on June 30, 2015 (together with dividends or other distributions on the common stock paid during the performance period). The opening value for TSR purposes was set by the Compensation Committee at \$10 per share, which was higher than the 20-day average as of that date. TSR will be determined on an absolute basis, i.e., without regard to the shareholder return of any company that may be considered a peer or competitor of NCI for other purposes.

TABLE OF CONTENTS

FY 2012 PSUs will be earned in amounts that may be greater than, less than or equal to the target number of FY 2012 PSUs in accordance with the following chart:

NCI TSR	Percentage of Target Number of FY 2012 PSUs Earned
0% or less	0% of the target number of FY 2012 PSUs will be earned
Greater than 0% and less than or equal to 100%	A percentage of the target number of FY 2012 PSUs will be earned that is the same as the TSR percentage (e.g., if TSR is 50%, 50% of the target number of FY 2012 PSUs will be earned)
Greater than 100% and less than 200%	A percentage of the target number of FY 2012 PSUs will be earned equal to 100% plus 2% for each percentage of TSR above 100% (e.g., if TSR is 110.25%, 120.5% of the target number of FY 2012 PSUs will be earned)
200% or greater	300% of the target number of FY 2012 PSUs will be earned

For TSR that is not one of the precise percentages in the chart, linear interpolation of the target number of FY 2012 PSUs earned would be applied, subject to the 300% maximum earned at a 200% or greater TSR. Any FY 2012 PSUs that are not earned will be forfeited. Each earned FY 2012 PSU will be settled in one share of NCI Common Stock shortly after the end of the performance period. If NCI pays cash dividends on the Common Stock during the performance period, cash dividend equivalents will accrue on the FY 2012 PSUs, and these dividend equivalents will be earned and paid if the related FY 2012 PSUs are earned and will be forfeited if the related FY 2012 PSUs are forfeited. Shares received on settlement of FY 2012 PSUs are subject to an additional holding period ending on January 1, 2017, or, if earlier, on a change in control of NCI or the holder's earlier termination of employment by reason of a qualifying termination (described below) or retirement. This holding period will also lapse on a proportionate basis to the extent that the Investors dispose of shares held by them prior to January 1, 2017.

The effect of a termination of employment of a Named Executive Officer during the performance period depends on the reason for the termination. If a Named Executive Officer's employment terminates during the performance period in a qualifying termination, namely due to death, disability, or termination by NCI without cause or by the executive with good reason, a pro rata portion of the FY 2012 PSUs will be earned (determined based on the elapsed portion of the performance period, and measured against the actual number of FY 2012 PSUs that would have been earned if the executive had remained employed through the end of the performance period). If a Named Executive Officer's employment terminates for any other reason prior to the end of the performance period, all FY 2012 PSUs will be forfeited. If a change in control of NCI occurs prior to the end of the performance period, the performance period will immediately end at the time of the change in control, and a Named Executive Officer will earn a percentage of the target number of FY 2012 PSUs based on the TSR achieved determined by reference to the value of the Common Stock at the time of the change in control.

The following chart shows the number of shares of NCI Common Stock that would be issued based on the stated assumed level of stock price during the relevant period ending on June 30, 2015 (assuming, for this purpose, that no dividends are paid between July 1, 2012 and June 30, 2015 and therefore that NCI TSR would be based solely on an increase in share price) and is provided for illustrative purposes only.

TABLE OF CONTENTS

Long-Term Incentive Awards Granted in 2013 and 2014 other than to NEOs

Because of the grant of the FY 2012 PSUs, no long-term incentive awards were granted to our Named Executive Officers in Fiscal 2013 or Fiscal 2014. As described in our most recent prior annual proxy, in December 2013 we did make awards to senior management and other key employees of long-term incentive awards consisting of a target dollar amount, denominated one-half as a cash-denominated award and one-half as a share-denominated award and covering a performance period of three fiscal years. We made similar grants of awards to employees other than our NEOs in December 2014.

Long-Term Incentive Awards Granted in 2014 to NEOs

Because the FY 2012 PSUs will vest and be settled in July 2015, in Fiscal 2014 our Compensation Committee began the process of determining the long-term incentive program that would follow the FY 2012 PSUs. After considering a number of alternatives, including the form of long-term incentive awards granted in December 2013 to senior management and key employees other than NEOs, the Compensation Committee ultimately determined to grant the NEOs long-term awards in December 2014 consisting of restricted shares and performance share units as described below (the FY 2015 Awards). In addition, although the three-year performance period of these new awards overlaps to a limited extent with the FY 2012 PSUs, the Compensation Committee determined that that overlap was preferable both to mid-year grants made in July 2015 (which would be administratively complex because of the fiscal year performance goals described below) and to grants made in December 2015 (which would have resulted in a six-month gap as to both performance and retention).

The FY 2015 Awards consist of restricted stock and performance share units. Of the total value granted to an NEO, 40% of the value of the award will consist of restricted stock and 60% of the value of the award will consist of performance share units. The restricted stock is time-vesting based on continued employment, with two-thirds of the award vesting on the first December 15th (or the first business day thereafter) following the end of the Company's 2016 fiscal year and the remaining one-third vesting on the first December 15th (or the first business day thereafter) following the end of the Company's 2017 fiscal year. The performance share units will vest based on the achievement of performance goals, with one-half of the award vesting on the first December 15th (or the first business day thereafter) following the end of the Company's 2016 fiscal year based on satisfaction of performance goals through the end of the Company's 2016 fiscal year and subject to continued employment. The remaining one-half will vest on the first December 15th (or the first business day thereafter) following the end of the Company's 2017 fiscal year based on satisfaction of performance goals through the end of the Company's 2017 fiscal year and subject to continued employment.

The number of shares that may be received on vesting of the performance share units will depend upon the satisfaction of the performance goals, up to a maximum number of shares equal to 200% of the target number of performance share units.

TABLE OF CONTENTS

The performance goals will consist of cumulative free cash flow (weighted 40%), cumulative earnings per share (weighted 40%) and total shareholder return (weighted 20%), in each case during the performance period. The performance periods for the FY 2015 Awards were selected in order to provide for more evenly distributed award opportunity in light of the mid-year payout of the FY 2012 PSUs. Accelerated vesting of the FY 2015 Awards (either in full or as to a pro rata amount, depending on the circumstances) would occur if the NEO's employment terminates employment during the performance period without cause or with good reason, or by reason of the NEO's death or permanent disability, or upon a change in control of the Company. Grants are expected to be made annually under this program with substantially the same terms (including as to the 40% - 60% ratio), although future awards of restricted stock are expected to vest in equal annual installments over a three-year period based on continued employment, and performance share units are expected to cliff-vest depending on satisfaction of performance goals in respect of the same three-year period.

The number of FY 2015 Awards granted to each NEO is set forth in the following table:

Named Executive Officer	Number of Restricted Shares Granted	Number of Performance Share Units Granted
Norman C. Chambers	52,458	78,686
Mark E. Johnson	17,836	26,753
Mark W. Dobbins	6,295	9,442
Bradley D. Robeson	6,295	9,442
Todd R. Moore	7,869	11,803

Retirement Benefits

The Named Executive Officers are eligible to participate in our tax-qualified 401(k) plan. In addition, we believe that benefit programs that address the unique circumstances of executives in light of limitations imposed on benefits payable from qualified welfare, profit-sharing and retirement plans are critical in attracting and retaining quality executives. Therefore, we have adopted a Deferred Compensation Plan that allows our Named Executive Officers and other key employees to defer a portion of their annual salary and annual cash bonus, and allows our non-employee directors to defer a portion of their annual and meeting attendance fees, subject to certain specified maximum deferral amounts. The DCP also provides discretionary matching contributions in certain circumstances. For Fiscal 2014 and similar to previous years, we determined to make discretionary matching contributions only if the Company achieved ROA of 25%, as calculated under the Bonus Program. If the target ROA was achieved, we would match the percentage of an executive officer's salary and bonus that he has voluntarily deferred under the DCP, up to a maximum of 12.5%. Because our ROA calculated under the Bonus Program was less than 25%, no discretionary matching contribution was made for Fiscal 2014. For Fiscal 2015, discretionary matching contributions will be made only if the Company achieves ROA of 25%. Amounts deferred under the DCP are deemed invested in one or more phantom investment funds and additional amounts are credited to participants' accounts based on the hypothetical earnings of such investments. In November 2009, the Compensation Committee approved the addition of NCI Common Stock as an investment option for certain of our executive officers. See Narrative to the Nonqualified Deferred Compensation Table for additional details regarding the terms of the DCP.

Other Compensation

Termination and Change of Control Agreements

Certain compensation arrangements of NCI include provisions providing special payments or benefits upon specified termination events or upon the occurrence of a change of control of NCI. However, these arrangements do not include gross-ups for golden parachute excise taxes or other taxes.

Mr. Chambers' agreement with NCI, which provided that if he was terminated without cause or resigned for good reason, including during a specified period of time following a change of control, he would receive certain severance payments, expired on April 30, 2014 due to Mr. Chambers' attainment of age 65. Mr. Dobbins has a 2004 Long-Term Restricted Stock Award agreement with NCI that vests upon the earliest of (i) retirement at or after age 65, (ii) death, (iii) disability, (iv) a termination without cause or for good reason, or (v) a change of control. In connection with the Equity Investment that was consummated on

TABLE OF CONTENTS

October 20, 2009, this award was amended to specify that the Equity Investment would not constitute a change of control event for vesting purposes. Mr. Chambers' outstanding restricted stock awards also vested in 2014 due to his attainment of age 65.

We have also entered into employment agreements with each of our Named Executive Officers (other than Mr. Chambers) that provide for severance benefits upon the occurrence of certain termination events. If employment is terminated for any reason other than termination in connection with a change of control, the Named Executive Officer will be entitled to receive the portion of such officer's earned annual base salary through the date of termination and any bonus to which such officer is entitled pursuant to the Bonus Program for a fiscal year ending prior to the date of termination. If a Named Executive Officer is terminated without cause or for good reason within 24 months following a change of control or a potential change of control, the Named Executive Officer is entitled to receive (i) a lump sum payment equal to two times his or her annual base salary (at the highest annualized rate in effect during the one year period prior to the change of control or potential change of control date) and (ii) medical and dental coverage at the active employee rate for a period of up to 18 months. See Executive Compensation Potential Payments Upon Termination or Change in Control.

In addition to these agreements, outstanding shares of restricted stock, options and performance share units granted to the Named Executive Officers vest upon the occurrence of a change of control or in connection with certain termination events, and the FY 2012 PSUs would also be eligible to vest based on NCI TSR through the change in control.

We believe that these termination and change of control benefits provide our Named Executive Officers an incentive to act in the stockholders' best interests during a takeover despite the risk of losing their jobs or a significant change in the nature of their benefits and responsibilities. We also believe that, in some cases, our termination and change of control benefits are necessary to attract and retain certain executives. For a description of the terms of the employment agreements, consulting agreement and equity awards, see Executive Compensation Potential Payments Upon Termination or Change in Control.

Perquisites and Personal Benefits

We offer only de minimis perquisites or personal benefits.

Gross-Ups

NCI does not provide for any tax assistance or gross-ups for any of its executives.

CEO Compensation

The Compensation Committee is directly responsible for determining the salary level of the CEO and all awards and grants to the CEO under the Bonus Program, Incentive Plan and the DCP. We believe that NCI in recent years has experienced challenges caused by adverse weather conditions, depressed economic conditions, increased competition and extreme volatility in the price of steel. Accordingly, the overall compensation package for the CEO is designed to motivate and reward the CEO for driving NCI to strengthen its competitive position in the nonresidential construction market, and a significant portion of the CEO's compensation is incentive-based, providing greater compensation as direct and indirect measures of stockholder value increase. The CEO's overall compensation package has also been set at a level that we believe provides appropriate differentiation between CEO compensation and the compensation of other executive officers hired from time to time. Mr. Chambers' compensation has been and will be determined by the

Compensation Committee in accordance with the principles described above. Information on Mr. Chambers compensation for Fiscal 2014 is set forth in the compensation tables following this CD&A. As described above, in Fiscal 2014 the Compensation Committee determined that a modest increase in Mr. Chambers' base salary was appropriate, noting in particular that his base salary level had remained the same since Fiscal 2008, and Mr. Chambers had previously declined a base salary increase in Fiscal 2012 at the time that other NEO base salaries were increased (see Elements of Executive Compensation - Base Salary above). In addition, as noted above, because Mr. Chambers attained age 65 in Fiscal 2013, his employment agreement expired in accordance with its terms and his outstanding restricted stock awards vested in accordance with their terms. We currently expect to continue Mr. Chambers' employment on substantially

TABLE OF CONTENTS

the same terms as in effect prior to the expiration of his employment agreement. As reflected by the number of FY 2015 Awards granted to him, we view Mr. Chambers' ongoing employment with the Company as key to our future success, and we place significant importance on retaining Mr. Chambers and continuing to motivate him with respect to our future performance.

Deductibility of Compensation

Section 162(m) of the Internal Revenue Code, imposes a \$1 million limit on the amount that a public company may deduct for compensation paid to the company's chief executive officer and three other most highly compensated executive officers (other than the principal financial officer) employed as of the end of the year. This limitation does not apply to compensation that is paid only if the executive's performance meets pre-established objective goals based on performance criteria approved by our stockholders. We have taken action, where possible and considered appropriate, which we believe should preserve the deductibility of compensation paid to NCI's executive officers. In Fiscal 2014, our stockholders overwhelmingly approved the Senior Executive Bonus Plan effective for Fiscal 2014 and subsequent fiscal years, which is intended to continue to allow us to deduct annual bonus amounts. We have also awarded compensation that might not be fully tax deductible if we determined that such compensation is nonetheless in the best interests of NCI and its stockholders. While NCI seeks to take advantage of favorable tax treatment for executive compensation where appropriate, we believe that the primary drivers for determining the amount and form of executive compensation must be the retention and motivation of superior executive talent.

We will continue to review NCI's executive compensation practices and will seek to preserve tax deductions for executive compensation to the extent consistent with our objective of providing compensation arrangements necessary and appropriate to foster achievement of NCI's business goals.

Response to Advisory Vote on Executive Compensation

In Fiscal 2014, we conducted an advisory vote on executive compensation. This non-binding, advisory vote was strongly supported by our stockholders as set forth below.

68,438,086 for votes, which represented approximately 99.94% of the total votes cast.

35,402 against votes and 9,071 abstain votes, which represented approximately .06% of the total votes cast.
3,348,324 broker non-votes, which were not counted in the calculation above.

We view the results of the advisory vote as strongly supportive of our historical compensation practices and of the manner in which our Compensation Committee evaluates and implements our pay-for-performance philosophy. Our Compensation Committee took these views into account when deciding on the changes to our annual and long-term incentives as described above. Our Compensation Committee continually evaluates NCI's compensation practices so as to best align the interests of our senior executives and our stockholders and will continue to do so. Our Board, Compensation Committee and management team all value the opinions of our stockholders and are committed to considering their opinions in making these important decisions.

TABLE OF CONTENTS

COMPENSATION COMMITTEE INTERLOCKS AND INSIDER PARTICIPATION

During Fiscal 2014, no member of the Compensation Committee served as an executive officer of the Company, and, except as described in Related Persons Transactions below, no such person had any relationship with the Company requiring disclosure herein. During Fiscal 2014, there were no Compensation Committee interlocks with other companies.

COMPENSATION COMMITTEE REPORT

The Compensation Committee has reviewed and discussed the above CD&A with management and, based on such review and discussions, the Compensation Committee recommended to the Board of Directors that the CD&A be included in this proxy statement.

KATHLEEN J. AFFELDT (Chair)
GEORGE L. BALL
JOHN J. HOLLAND
NATHAN K. SLEEPER

TABLE OF CONTENTS**EXECUTIVE COMPENSATION****Summary Compensation Table**

The following table shows information regarding the total compensation paid to the Named Executive Officers for each of our last three completed fiscal years. The compensation reflected for each individual was for their services provided in all capacities to us.

Name & Principal Position	Year	Salary (\$) ^(a)	Bonus (\$) ^(b)	Stock Awards (\$) ^{(c)(d)}	Option Awards (\$) ^(e)	Non-Equity Incentive Plan Compensation (\$) ^(e)	All Other Compensation (\$) ^(f)	Total Compensation (\$)
Norman C. Chambers Chairman of the Board, President and Chief Executive Officer	2014	781,731	60,000			165,000	23,184	1,029,915
	2013	778,846		58,550			21,911	859,307
	2012	750,000		3,961,705		153,000	12,511	4,877,216
Mark E. Johnson Executive Vice President, Chief Financial Officer and Treasurer	2014	387,500	40,000			63,750	11,037	502,287
	2013	373,846					7,830	381,676
	2012	346,000		1,997,955		55,080	4,093	2,403,128
Mark W. Dobbins President of Metal Components Division	2014	325,000				48,750	6,258	380,008
	2013	337,500					245	337,745
	2012	320,000		1,195,356		49,725	138	1,565,219
Bradley D. Robeson President of Engineered Buildings Division	2014	310,000				46,500	19,293	375,793
	2013	321,923					11,895	333,818
	2012	300,250		995,350	176,036	47,430	12,363	1,531,429
Todd R Moore Executive Vice President, Secretary, General Counsel	2014	326,923	30,000			52,500	239	409,662
	2013	321,923					143	322,066
	2012	300,250		1,152,855	17,608	47,430	138	1,518,281

The amounts reported in the Salary column are calculated by taking into account the NEOs' increases in base salary, (a) effective as of June 2014 and for Fiscal 2013 are based on a 53-week fiscal year. See Compensation Discussion & Analysis Elements of Executive Compensation Base Salary above.

The amounts reported in the Bonus column Messrs. Chambers, Johnson and Moore reflect one-time bonuses for (b) what the Compensation Committee viewed as exceptional effort in connection with the Company's transactional activity during Fiscal 2014.

(c) The amounts reported in the Stock Awards and Option Awards columns reflect the aggregate grant date fair value of the awards granted under our Incentive Plan in Fiscal 2012, computed in accordance with FASB ASC Topic 718. See Note 6 of the consolidated financial statements in NCI's Annual Report for the fiscal year ended November 2, 2014, Note 8 of the consolidated financial statements in NCI's Annual Report for the fiscal year ended

November 3, 2013, and Note 8 of the consolidated financial statements in NCI's Annual Report for the fiscal year ended October 28, 2012 for additional detail regarding assumptions underlying the valuation of equity awards. For Fiscal 2012, the Compensation Committee determined that 100% of the contingent portion of the target stock awards would be made even though the earnings per share growth targets had not been reached. See Compensation Discussion & Analysis Elements of Executive Compensation Long-Term Incentive Compensation.

The amounts reported for Fiscal 2012 and Fiscal 2013 in the Stock Awards column include the grant date fair value of performance share unit awards granted under our Incentive Plan on August 1, 2012. On December 6, 2012, the remaining 5,000 of the 275,000 FY 2012 PSUs were awarded to Mr. Chambers. The performance share units vest over the three year performance period ending June 30, 2015 and are intended to be in lieu of annual equity awards that would otherwise be received during the three year performance period. The number of shares to be issued (d) pursuant to the awards will vary based on the Total Shareholder Return earned by our stockholders during the performance period. The maximum value of the 270,000 FY 2012 PSUs assuming the maximum number of shares were to be issued and valued at \$10.47 (the closing price of NCI's Common Stock on the grant date) is \$8,480,700 for Mr. Chambers. The maximum value of the remaining 5,000 FY 2012 PSUs awarded to Mr. Chambers assuming the maximum number of shares were to be issued and valued at \$10.47 (the closing price of NCI's Common

28

TABLE OF CONTENTS

Stock on the grant date) is \$157,050. The maximum value of the FY 2012 PSUs assuming the maximum number of shares were to be issued and valued at \$10.47 (the closing price of NCI's Common Stock on the grant date) is \$4,554,450 for Mr. Johnson, \$2,669,850 for Mr. Dobbins, \$2,669,850 for Mr. Robeson and \$2,669,850 for Mr. Moore. See Compensation Discussion & Analysis Elements of Executive Compensation Long-Term Incentive Compensation.

These amounts reflect the affirmative election of the Compensation Committee to award less than the full amount (e) of payment otherwise determined by the Company's Bonus Program. See Compensation Discussion & Analysis Annual Bonus Fiscal 2015.

All Other Compensation column includes NCI 401(k) matching contributions and DCP contributions. No NCI 401(k) matching contributions or DCP matching contributions were made in Fiscal 2012, Fiscal 2013 and Fiscal (f) 2014. For Fiscal 2012, Fiscal 2013 and Fiscal 2014, amounts reported for Mr. Robeson include amounts received by him as a car allowance.

Grants of Plan-Based Awards Table

The following table sets forth information concerning grants of plan-based awards to each of the Named Executive Officers under the Bonus Program and the Incentive Plan during Fiscal 2014.

Name	Grant Date	Time for Each Award Type	Estimated Future Payouts Under Non-Equity Incentive Plan Awards ^(a)		Estimated Future Payouts Under Equity Incentive Plan Awards		Grant date Fair Value of Stock and Option Awards (\$)
			Threshold (\$)	Maximum (\$)	Threshold (#)	Maximum (#)	
Mr. Chambers	12/12/2013	Bonus Program	750,000	N/A			
Mr. Johnson	12/12/2013	Bonus Program	270,000	N/A			
Mr. Dobbins	12/12/2013	Bonus Program	243,750	N/A			
Mr. Robeson	12/12/2013	Bonus Program	232,500	N/A			
Mr. Moore	12/12/2013	Bonus Program	232,500	N/A			

Represents threshold and target amounts potentially payable under NCI's Bonus Program for Fiscal 2014. There (a) was no maximum payout under the Bonus Program for Fiscal 2014. See Compensation Discussion & Analysis Annual Bonus Fiscal 2014.

Narrative to the Summary Compensation Table and Grants of Plan-Based Awards Table

Employment Agreements

We have entered into employment agreements with each of the Named Executive Officers. The term of Mr. Chambers agreement ended on April 30, 2014, as described on page 35 of this proxy statement. The term of the employment agreements with the other Named Executive Officers runs for a period of two years following the Equity Investment that occurred on October 20, 2009, subject to automatic one-year extensions thereafter unless either party gives notice of non-renewal. The agreements provide the Named Executive Officers with an annual base salary, which is subject to annual review. The agreements also provide that each Named Executive Officer is eligible to receive annual bonuses under NCI's Bonus Program and to participate in the health, retirement and welfare benefits provided by NCI. The employment agreements were amended effective October 20, 2009 to make certain changes to the severance provisions contained therein. The severance and change of control benefits provided by the agreements are described below in the section titled Potential Payments upon Termination or Change in Control.

Fiscal 2014 Bonus Program

Our short-term incentive compensation program for our Named Executive Officers for Fiscal 2014 was dependent upon our attainment of a specified level of ROA and EPS Growth. The amount payable to a recipient of a Fiscal 2014 award under the Bonus Program is determined based on the ROA and EPS Growth levels actually attained by us for Fiscal 2014 and is equal to a specified percentage of the recipient's base salary. We must achieve the minimum threshold ROA level set by the Compensation Committee in order for

TABLE OF CONTENTS

any amounts to be payable pursuant to the Bonus Program. For Fiscal 2014, our Compensation Committee elected to reduce the bonuses otherwise payable by reason of the performance criteria to 20% of the target amount. The Compensation Committee also granted one-time bonuses to certain of the NEOs to reflect their exceptional efforts in connection with the Company's transactional activity in Fiscal 2014. See Compensation Discussion & Analysis Annual Bonus for additional information.

Restricted Stock Awards

With respect to fiscal years prior to Fiscal 2012, each of our Named Executive Officers was permitted to receive all or a portion of their annual equity award granted each December under the Incentive Plan in the form of restricted stock. All shares of restricted stock (including shares subject to the contingent portion of the annual restricted stock award) vest ratably over a four-year period (i.e., 25% vest each year on the anniversary of the grant date), provided that the Named Executive Officer remains an employee continuously from the date of grant through the applicable vesting date. Shares of restricted stock will become vested on a pro rata basis in the event (1) the Named Executive Officer's employment is terminated by NCI without cause, or (2) the Named Executive Officer terminates his employment for good reason, such pro rata vesting to be determined based on the number of months during the vesting period that the individual remained employed with NCI. Shares of restricted stock will fully vest (a) upon the Named Executive Officer's death or disability, (b) upon the Named Executive Officer's attainment of 65 years of age, or (c) upon the occurrence of a change of control. Accordingly, all of Mr. Chambers' restricted stock vested in Fiscal 2014, when he attained age 65. While a Named Executive Officer holds shares of restricted stock, he is entitled to receive all dividends paid or delivered thereon as if he were a stockholder. No restricted stock awards were granted to Named Executive Officers in Fiscal 2014 because of our grant of FY 2012 PSUs to our Named Executive Officers in Fiscal 2012.

Stock Options

With respect to fiscal years prior to Fiscal 2012, each of our Named Executive Officers were permitted to receive all or a portion of their annual equity award granted each December under the Incentive Plan in the form of stock options. Stock options vest ratably over a four-year period (i.e., 25% vest each year on the anniversary of the grant date), provided that the Named Executive Officer remains an employee continuously from the date of grant through the applicable vesting date. Stock options will become vested on a pro rata basis in the event (1) the Named Executive Officer's employment is terminated by NCI without cause, or (2) the Named Executive Officer terminates his employment for good reason, such pro rata vesting to be determined based on the number of months during the vesting period that the individual remained employed with NCI. In addition, stock options will become fully vested (1) upon the Named Executive Officer's death or disability or (2) upon the occurrence of a change of control. Following termination of employment, a Named Executive Officer will have 60 days following the date of termination to exercise any vested stock options, except in the event of the Named Executive Officer's death, disability or retirement, the option may be exercised during the 180-day period following the event. No stock option awards were granted to Named Executive Officers in Fiscal 2014 because of our grant of FY 2012 PSUs to our Named Executive Officers in Fiscal 2012.

Performance Share Units

Each of our Named Executive Officers received a one-time grant of FY 2012 PSUs under the Incentive Plan in Fiscal 2012 in lieu of annual equity awards for December of 2012, 2013 and 2014. Each Named Executive Officer was granted a target number of FY 2012 PSUs. Subject to continued employment with NCI during a three-year performance period beginning on July 1, 2012 and ending on June 30, 2015, each Named Executive Officer may earn

from 0% to 300% of this target number of FY 2012 PSUs based on NCI's total stockholder return, or TSR, during the performance period. Each earned FY 2012 PSU will be settled in one share of Common Stock immediately after the end of the performance period, less applicable withholding taxes. Any FY 2012 PSUs that are not earned will be forfeited. The FY 2012 PSUs will become vested on a pro rata basis if an executive's employment terminates prior to the end of the performance period due to death, disability, or termination by NCI without cause or by the executive with good reason. If the executive's employment terminates for any other reason prior to the end of the performance period, all FY 2012 PSUs are forfeited. If a change in control of NCI occurs prior to the end of the performance period,

TABLE OF CONTENTS

the performance period will immediately end at the time of the change in control and an executive will earn a percentage of the target number based on the TSR achieved determined by reference to the value of the Common Stock at the time of the change in control. Mr. Chambers' attainment of age 65 had no effect on the FY 2012 PSUs.

Outstanding Equity Awards at Fiscal Year-End

The following table sets forth information concerning unexercised stock options and unvested restricted stock held by each of our Named Executive Officers as of November 2, 2014. The number of shares and exercise prices included in this table have been adjusted to reflect the 1:5 reverse stock split that occurred on March 5, 2010.

Name	Option Awards			Stock Awards			Equity Incentive Plan Awards: Unearned Shares, Other Rights That Have Not Vested (#) ^(e)	Equity Incentive Plan Awards: Market or Payout Value of Unearned Shares, Other Rights That Have Not Vested (\$) ^(f)	
	Number of Securities Underlying Unexercised Options (#) ^(a)	Number of Securities Underlying Unexercised Options (#) ^(b)	Option Exercise Price (\$)	Option Expiration Date	Grant Award Date	Number of Shares or Units of Stock That Have Not Vested (#) ^(c)	Market Value of Stock That Have Not Vested (\$) ^(d)		
Mr. Chambers	609,137		8.85	12/11/19	8/1/2012			270,000	5,364,900
	25,000	8,334	12.00	12/14/20	12/6/2012			5,000	99,350
Mr. Johnson	350,254		8.85	12/11/19	12/15/10	6,250	124,125		
					12/15/11	14,735	292,637		
				8/1/2012				145,000	2,881,150
Mr. Dobbins	328		183.10	12/13/14	08/26/04	5,000	99,100		
	362		165.95	06/13/15	12/15/10	3,125	62,063		
	273		220.00	12/15/15	12/15/11	9,824	195,105		
	253,808		8.85	12/11/19	8/1/2012			85,000	1,688,950
	6,250	2,084	12.00	12/14/20					
Mr. Robeson	82		183.10	12/15/14	8/1/2012			85,000	1,688,950
	91		165.95	06/15/15					
	182		220.00	12/15/15					
	152,285		8.85	12/11/19					
	21,875	7,292	12.00	12/14/20					
	17,191	17,191	10.18	12/15/21					

Edgar Filing: NCI BUILDING SYSTEMS INC - Form DEF 14A

Mr. Moore	273		183.10	12/15/14	12/15/10	3,646	72,410		
	302		165.95	06/15/15	12/15/11	7,736	153,637		
	228		220.00	12/15/15	8/1/2012			85,000	1,688,950
	106,599		8.85	12/11/19					
	1,719	1,720	10.18	12/15/21					

(a) All exercisable stock options previously granted (i) have an exercise price not less than the closing price of NCI's Common Stock on the day before the grant date (adjusted to reflect the reverse stock split that occurred on March 5, 2010 for stock options granted prior to that date), (ii) became exercisable with respect to 25% of the total option shares each year, starting on the first anniversary of the grant date (stock options granted prior to October 20, 2009 became fully vested in connection with the consummation of the Equity Investment on that date), and (iii) are granted for a term of 10 years. Additional terms governing the stock option awards are described in the narrative above entitled "Narrative to the Summary Compensation Table and Grants of Plan Based Awards Table - Stock Options."

(b) Includes the unvested portion of the special one-time non-qualified stock option grant awarded to the Named Executive Officers on December 11, 2009 (adjusted to reflect the reverse stock split that occurred on March 5, 2010) and the stock options granted on December 14, 2010 and December 15, 2011 to the Named Executive Officers who elected to receive them as part of their Fiscal 2011 and Fiscal 2012

31

TABLE OF CONTENTS

equity grant. Additional terms governing the stock option awards are described in the narrative above entitled Narrative to the Summary Compensation Table and Grants of Plan Based Awards Table Stock Options.

Reflects (i) the special 2004 Long-Term Restricted Stock Award granted to Mr. Dobbins, and (ii) the unvested portions of the annual restricted stock grants for Fiscal 2010 and Fiscal 2011. The special 2004 Long-Term Restricted Stock Award vests upon the earliest of (i) retirement at or after age 65, (ii) death, (iii) disability, (iv) a termination without cause or for good reason, or (v) a change of control. In connection with the Equity Investment that was consummated on October 20, 2009, this award was amended to specify that the Equity Investment would (c) not constitute a change of control event for vesting purposes. The annual restricted stock awards granted in Fiscal 2010 and Fiscal 2011 vest ratably with respect to 25% of the total restricted shares subject to the award each year, starting on the first anniversary of the date of grant. Additional terms of these restricted stock awards are described in the narrative above entitled Narrative to the Summary Compensation Table and Grants of Plan Based Awards Table Restricted Stock Awards. In Fiscal 2014, Mr. Chambers attained age 65 and all restricted shares held by him (64,679 shares) fully vested at that time.

This column represents the closing price of our Common Stock on November 2, 2014, the last business day of (d) Fiscal 2014, which is \$19.87, multiplied by the number of shares of restricted stock less the par value of the shares (\$0.01 per share) paid by the Named Executive Officer.

(e) This column represents the performance share unit awards granted to the Named Executive Officers on August 1, 2012, determined assuming the target level of performance is achieved.

This column represents the closing price of our Common Stock on November 2, 2014, the last business day of (f) Fiscal 2014, which is \$19.87, multiplied by the number of shares underlying the performance share units, determined assuming the target level of performance is achieved.

Option Exercises and Stock Vested

The following table sets forth information concerning the vesting of restricted stock of each of our Named Executive Officers during Fiscal 2014 (no options were exercised during Fiscal 2014):

Name	Stock Awards	
	Number of Shares Acquired on Vesting (#)	Value Realized on Vesting (\$) ^(a)
Mr. Chambers	148,619	2,517,101
Mr. Johnson	45,631	802,193
Mr. Dobbins	36,243	637,152
Mr. Robeson	22,003	386,813
Mr. Moore	28,248	496,600

(a) This column represents the market price on the vesting date multiplied by the number of shares of restricted stock, less the par value of shares (\$0.01 per share) paid by the grantee.

Pension Benefits

We do not sponsor or maintain any plans that provide for specified retirement payments or benefits, such as tax-qualified defined benefit plans or supplemental executive retirement plans, for our Named Executive Officers.

TABLE OF CONTENTS**Nonqualified Deferred Compensation**

The following table sets forth information concerning nonqualified deferred compensation benefits of each of our Named Executive Officers under the DCP for Fiscal 2014:

Name	Executive Contributions in Last FY (\$) ^(a)	Registrant Contributions in Last FY (\$)	Aggregate Earnings in Last FY (\$)	Aggregate Withdrawals/ Distributions (\$)	Aggregate Balance at Last FYE ^(b) (\$)
Mr. Chambers	61,754		638,099		2,433,520
Mr. Johnson	10,900		7,985	88,272	56,935
Mr. Dobbins			5,176	54,686	52,587
Mr. Robeson			1,421		48,100
Mr. Moore			176	4,606	

- (a) Contributions made by the Named Executive Officers during Fiscal 2014 are included in each such executive's salary and bonus amounts, as applicable, as reported in the Summary Compensation Table. Of the totals in the Aggregate Balance at Last FYE column, the following amounts were reported as compensation in the Summary Compensation Table of our proxy statements in Fiscal 2013 and previous years pursuant to the SEC's current disclosure rules: Mr. Chambers, \$1,733,667, Mr. Johnson, \$126,322, Mr. Dobbins, \$102,097, Mr. Robeson, \$46,679, and Mr. Moore, \$4,430.

Eligible participants in the DCP include certain employees and non-employee directors of NCI who are selected by the Compensation Committee to participate. The DCP is a nonqualified retirement plan created to provide specified benefits to our highly compensated employees and directors. The DCP allows employees, including the Named Executive Officers, to defer up to 80% of their annual salaries and up to 90% of their annual cash bonuses, and allows NCI's non-employee directors to defer up to 100% of their annual fees and meeting attendance fees, until a specified date in the future, including at or after retirement. Elections to defer under the DCP must be made prior to the end of the year preceding the year the compensation will be earned. Elections to defer incentive payments based on services to be performed over at least a twelve-month period must be made no later than six months prior to the end of the designated performance period.

On March 6, 2009, NCI indefinitely suspended matching contributions under the DCP on contributions in excess of the applicable Internal Revenue Code limits on 401(k) plan contributions (Restoration Match), and no Restoration Match was made during Fiscal 2010 or in Fiscal 2011. We re-instituted the Restoration Match effective as of July 1, 2011, and a Restoration Match was made during Fiscal 2014. The DCP also allows discretionary matching contributions to provide a supplemental retirement benefit to executives. Messrs. Chambers and Dobbins are not eligible to receive discretionary matching contributions under the DCP until the value of the discretionary matching contributions that would otherwise have been made, with attributed earnings, exceeds the value of the special 2004 Long-Term Restricted Stock Awards as determined by the Compensation Committee. For Fiscal 2014, we determined to make discretionary matching contributions provided that NCI achieved ROA for Fiscal 2014 of 25%, as calculated under the Bonus Program. If target ROA was achieved, we would match the percentage of an executive officer's salary and bonus that he has voluntarily deferred under the DCP, up to a maximum of 12.5%. Because our ROA calculated under the Bonus Program was less than 25%, no discretionary contribution was made for Fiscal 2014. Executives generally become vested in the Restoration Match in a manner consistent with NCI's match in the NCI 401(k) plan, which generally vests ratably over a six-year period. Discretionary matching contributions vest ratably over a three-year period. However, effective upon the consummation of the Equity Investment on October 20, 2009, all

matching contributions then allocated to a participant's account under the DCP became 100% vested. Matching contributions allocated to a participant's account following October 20, 2009, will also become fully vested upon any subsequent change of control or upon the participant's retirement, death or disability.

TABLE OF CONTENTS

Amounts deferred are deemed invested in one or more phantom investment funds and additional amounts are credited to participants' accounts based on the hypothetical earnings of such investments. In November 2009, the Compensation Committee approved the addition of purchasing NCI Common Stock as an investment option for certain of our executive officers. No above market or preferential earnings are paid under the DCP and, therefore, none of the aggregate earnings reported in the table above are included in the Summary Compensation Table. Participants may change their investment options at any time, subject to the administrative procedures adopted by the plan administrator and certain transfer restrictions on those executives who purchase NCI stock through the DCP. The table below shows the funds available in the DCP and the annual return of each for Fiscal 2014:

Investment Funds	Rate of Return
Wells Fargo ADV Government Money Market Fund	0.01 %
American EuroPacific Growth Fund	3.51 %
American Beacon Stephens Small Cap Growth Fund	(0.15)%
Fidelity Spartan® 500 Index Fund Advtg® CL	17.21 %
PIMCO Total Return Fund CL A	2.75 %
NCI Stock Fund	37.73 %

Withdrawal elections under the DCP will be made in conjunction with the deferral election, and the scheduled distribution date elected will be the first day of a plan year at least three years after the end of the plan year to which the amounts subject to the election relate. A participant may elect to receive a scheduled in-service distribution in a lump sum or in installments. Changes to withdrawal elections must be made at least 12 months prior to the initial elected payment date and must defer the new initial payment date at least five years. In-service withdrawals are permitted to satisfy an unforeseeable emergency plus the amounts anticipated to pay taxes on the withdrawal amount. If a participant withdraws amounts from the DCP upon an unforeseeable emergency, the participant's participation in the DCP may be suspended. Upon a change of control or the participant's death, disability or other termination (other than due to retirement), a participant will receive his vested plan account in a lump sum. Upon a change of control, a participant's deferral elections immediately terminate with respect to any prospective compensation payable following the change of control.

NEOs may defer receipt of the shares of NCI Common Stock that they earn with respect to the FY 2012 PSUs. If a deferral election is made, these deferrals will be credited as phantom shares of Common Stock. These deferrals must remain in the form of phantom shares during the entire deferral period and may not be exchanged into any of the other investment options under the DCP. The phantom shares will be settled in actual shares of NCI common stock on settlement dates elected by the participant at the time of deferral.

We have established a rabbi trust to provide for NCI's obligations under the DCP and have formed an administrative committee to manage the DCP and its assets. Pursuant to the Investment Agreement, effective on October 20, 2009 (the Investment Agreement), the DCP was amended to eliminate the right to appoint a third-party administrator of the DCP after October 20, 2009. Similarly, the rabbi trust that is the source of funding for obligations under the DCP was amended so that certain administrative protections that would have gone into effect following a change of control did not apply as a result of the Equity Investment. In addition, as a result of the amendment, the requirement to fully fund the rabbi trust upon a change of control did not apply as a result of the Equity Investment.

Potential Payments upon Termination or Change in Control

We have entered into employment agreements with each of our Named Executive Officers that contain provisions regarding payments to be made to such individuals upon termination of their employment, including in connection with a change of control. These agreements are described in greater detail below and in the section of this proxy statement above entitled Narrative to the Summary Compensation Table and Grants of Plan Based Awards Table Employment Agreements. In addition, equity award agreements issued to our Named Executive Officers under the Incentive Plan contain provisions that provide for accelerated vesting of awards in the event of certain termination events and/or upon a change of control. These

TABLE OF CONTENTS

agreements are described in greater detail below and in the sections of this proxy statement above entitled Narrative to the Summary Compensation Table and Grants of Plan Based Awards Table Restricted Stock Awards and Stock Options.

Employment Agreements

Prior to April 30, 2014, Mr. Chambers was a party to an employment agreement with the Company. On April 30, 2014, this agreement expired. As contemplated by the employment agreement, Mr. Chambers' employment since that time has been on an at-will basis subject to 30 days' notice of termination by Mr. Chambers or us.

The employment agreements with our other Named Executive Officers also provide for severance benefits upon the occurrence of certain termination events. If employment is terminated for any reason other than termination in connection with a change of control, the Named Executive Officer will be entitled to receive the portion of such officer's earned annual base salary through the date of termination and any bonus to which such officer is entitled pursuant to the Bonus Program for a fiscal year ending prior to the date of termination. If a Named Executive Officer is terminated without cause or for good reason within 24 months following a change of control or a potential change of control, the Named Executive Officer is entitled to receive (i) a lump sum payment equal to two times his or her annual base salary (at the highest annualized rate in effect during the one year period prior to the change of control or potential change of control date) and (ii) medical and dental coverage at the active employee rate for a period of up to 18 months. Each Named Executive Officer is subject to confidentiality obligations during and after his employment, and is further bound by a covenant not to compete with us for the term of his or her employment and, in the event such executive officer receives a change of control payment, for a period of two (2) years following such executive officer's termination. The agreements with the Named Executive Officers also contain nonsolicitation provisions that apply for a period of three years following the longer of (a) the termination of the officer's employment or (b) the period during which the officer is entitled to receive payments under the agreement. Termination of a Named Executive Officer's employment due to breach of one of these covenants constitutes a termination for cause. The employment agreement does not prohibit the waiver of a breach of these covenants.

To the extent payments under the employment agreements to our Named Executive Officer (other than Mr. Chambers) constitute parachute payments within the meaning of Section 280G of the Internal Revenue Code, the payments to be received by the officer may be reduced to the extent a reduction in the payment amount would put the officer in a better after-tax position than he would be in if the excise tax under Section 4999 were imposed on such payments.

For purposes of the employment agreements, the following terms have been given the meanings set forth below:

- (1) (i) the officer's willful and continued failure to substantially perform his duties that continues for 30 days following notice received from NCI, (ii) officer's willful gross misconduct that materially and demonstrably injures NCI, or (iii) officer's conviction for committing fraud, embezzlement, theft or another felony, in each case, subject to a limited cure opportunity.
 - change of control means (A) any person becomes the beneficial owner of 20% or more of the combined voting power of NCI, (B) as a result of, or in connection with, a tender or exchange offer, merger or other business combination, persons who were directors immediately before the transaction cease to constitute the majority of
- (2) NCI's Board of Directors, (C) NCI is merged or consolidated with another company or transfers substantially all of its assets to another company and, as a result, less than 50% of the outstanding voting securities of the resulting company are owned in the aggregate by former NCI stockholders, or (D) a tender or exchange offer is made for 30 percent or more of the combined voting power of NCI.
- (3) good reason means (A) reduction of the officer's then current base salary in excess of 10% in any 12 months period

(B) a material reduction in the officer's title (C) a material adverse reduction in the officer's duties or (D) breach or failure by NCI to perform any of its material covenants under

TABLE OF CONTENTS

the employment agreement, or (E) any relocation of the officer's principal place of employment outside the Houston, Texas metropolitan area.

potential change of control means (A) NCI's entry into any agreement, the consummation of which would result in a change of control, (B) any person publicly announces an intention to take actions that, if consummated, would constitute a change of control, or (C) NCI's Board of Directors adopts a resolution to the effect that a potential change of control has occurred.

Equity Incentive Awards

Messrs. Chambers and Dobbins have received special 2004 Long-Term Restricted Stock Awards under the Incentive Plan. The agreements for those awards provide that each such grantee has the right to vote the shares and to receive dividends paid by us, whether in cash or stock, but may not transfer the shares until they are vested. The shares of restricted stock subject to the 2004 Long-Term Restricted Stock Awards will vest in full (i) when the grantee retires from his employment at or after attaining age 65, (ii) upon the grantee's death, (iii) if the grantee becomes disabled, (iv) upon the grantee's termination without cause by NCI or resignation for good reason, or (v) upon the occurrence of a change of control. As required by the Investment Agreement, the 2004 Long-Term Restricted Stock Awards were amended to provide that the Equity Investment did not constitute a change of control event for purposes of these awards. The grantee will forfeit the shares of restricted stock if such grantee's employment is terminated for any other reason, including voluntary termination or resignation without good reason or termination of employment for cause. In addition, each grantee must comply with noncompete and nonsolicitation covenants for the five years immediately following his receipt of any vested shares under his restricted stock award. If the grantee breaches these covenants, the grantee must either return the shares granted to him pursuant to the award, if he still owns them, or pay NCI the then current market value of the shares. For more information regarding the special long-term restricted stock grants, see NCI's proxy statement for the fiscal year ended November 2, 2008.

Each of our Named Executive Officers received an annual equity based award under the Incentive Plan with respect to fiscal years prior to Fiscal 2013 for which each Named Executive Officer was permitted to elect to receive all or a portion of his equity awards in restricted stock or stock options. Shares of restricted stock will become vested on a pro rata basis in the event (1) the Named Executive Officer's employment is terminated by NCI without cause, or (2) the Named Executive Officer terminates his employment for good reason, such pro rata vesting to be determined based on the number of months during the vesting period that the individual remained employed with NCI. Shares of restricted stock will fully vest (a) upon the Named Executive Officer's death or disability, (b) upon the Named Executive Officer's attainment of 65 years of age, or (c) upon the occurrence of a change of control. The restricted shares granted under the special one-time grants do not vest upon the Named Executive Officer's retirement or attainment of 65 years of age. Stock options will become vested on a pro rata basis in the event (1) the Named Executive Officer's employment is terminated by NCI without cause, or (2) the Named Executive Officer terminates his employment for good reason, such pro rata vesting to be determined based on the number of months during the vesting period that the individual remained employed with NCI. In addition, stock options will become fully vested (1) upon the Named Executive Officer's death or disability or (2) upon the occurrence of a change of control. Following termination of employment, a Named Executive Officer will have 60 days following the date of termination to exercise any vested stock options, except in the event of the Named Executive Officer's death, disability or retirement, the option may be exercised during the 180-day period following the event.

Each of our Named Executive Officers received a special one-time grant of non-qualified stock options under the Incentive Plan on December 11, 2009. Stock options will become vested on a pro rata basis in the event (1) the Named Executive Officer's employment is terminated by NCI without cause, or (2) the Named Executive Officer terminates his employment for good reason, such pro rata vesting to be determined based on the number of months during the vesting period that the individual remained employed with NCI. Stock options will become fully vested (1) upon the

Named Executive Officer's death or disability, or (2) upon the occurrence of a change of control. The options granted under the special one-time grants do not vest upon the Named Executive Officer's retirement or attainment of 65 years of age. Following termination of employment, a Named Executive Officer will have 60 days following the date of

TABLE OF CONTENTS

termination to exercise any vested stock options, except in the event of the Named Executive Officer's death, disability or retirement, the option may be exercised during the 180-day period following the event.

For purposes of the outstanding equity awards, the following terms shall have the meanings set forth below:

- (a) **cause** has substantially the same meaning given such term in Mr. Chambers' employment agreement but is limited to clauses (i), (iii), (v), (vi), (vii) and (viii) above.
- change of control** has the same meaning given such term in the employment agreements, except that the Equity Investment does not constitute a change of control for purposes of the special 2004 Long-Term Restricted Stock Awards.
- disability** has the meaning prescribed in the then effective long-term disability plan of NCI that covers the Named Executive Officer or, in the absence of such a plan, the permanent and total disability of a person within the meaning of Section 22(e)(3) of the Code.
- (c) **good reason** has the same meaning given such term in the employment agreement of the respective Named Executive Officers who hold such awards.

Each of our Named Executive Officers, received a one-time grant of FY 2012 PSUs under the Incentive Plan in Fiscal 2012 in lieu of annual equity based awards for December of 2012, 2013 and 2014. Each Named Executive Officer was granted a target number of FY 2012 PSUs. Subject to continued employment with NCI during a three-year performance period beginning on July 1, 2012 and ending on June 30, 2015, each Named Executive Officer may earn from 0% to 300% of this target number of FY 2012 PSUs based on NCI's total shareholder return, or TSR, during the performance period. For this purpose, the TSR of NCI will be determined by comparing the price of NCI's Common Stock at July 1, 2012 against the average closing price of NCI's Common Stock during the 20 trading days ending on June 30, 2015 (together with dividends or other distributions on the Common Stock paid during that period). The opening value for TSR purposes was set by the Compensation Committee at \$10 per share, which was higher than the 20-day average as of that date. TSR will be determined on an absolute basis, i.e., without regard to the stockholder return of any company that may be considered a peer or competitor of NCI for other purposes. If the TSR is 0% or less, 0% of the target number will be earned. If the TSR is between 0% and 100%, an executive will earn a percentage of the target number corresponding to the percentage of TSR (e.g., if TSR is 50%, 50% of the target number will be earned). If the TSR is greater than 100%, an executive will earn a percentage of the target number equal to (a) 100% plus (b) 2% of the target number for each percentage point that the TSR exceeds 100%, subject to a maximum of 300% of the target number (e.g., if TSR is 110.25%, 120.5% of the target number will be earned). Each earned FY 2012 PSU will be settled in one share of Common Stock immediately after the end of the performance period, less applicable withholding taxes. Any FY 2012 PSUs that are not earned will be forfeited. If NCI pays cash dividends on the Common Stock during the performance period, cash dividend equivalents will accrue on the FY 2012 PSUs, and these dividend equivalents will be earned and paid if the related FY 2012 PSUs are earned and forfeited if the related FY 2012 PSUs are forfeited. The FY 2012 PSUs will become vested on a pro rata basis if an executive's employment terminates prior to the end of the performance period due to death, disability, or termination by NCI without cause or by the executive with good reason. If the executive's employment terminates for any other reason prior to the end of the performance period, all FY 2012 PSUs are forfeited. If a change in control of NCI occurs prior to the end of the performance period, the performance period will immediately end at the time of the change in control and an executive will earn a percentage of the target number based on the TSR achieved determined by reference to the value of the Common Stock at the time of the change in control.

TABLE OF CONTENTS**Quantification of Payments**

The following table estimates the value of the payments and benefits that each of our Named Executive Officers would receive if his employment terminated or a change of control occurred on November 2, 2014 (the last business day of Fiscal 2014) under the circumstances shown and making the indicated assumptions. The table excludes (i) amounts accrued through Fiscal 2014 year-end that would be paid in the normal course of continued employment, such as accrued but unpaid salary, (ii) benefits generally available to all of our salaried employees, and (iii) stock options with a strike price below the stock price on November 1, 2013. The amounts disclosed assume that the price of our Common Stock was \$19.87, which was the closing price of our stock on November 2, 2014. The amounts below have been calculated using numerous other assumptions that we believe are reasonable; however, the actual amounts to be paid out are dependent on various factors, which may or may not exist at the time a Named Executive Officer is actually terminated and/or a change of control actually occurs. Therefore, such amounts and disclosures should be considered forward looking statements.

Name	Benefit	Change of Control \$(a)	Termination for Cause (\$)	Termination Without Cause or by Executive for Good Reason (\$)	Termination by Executive Without Good Reason (\$)	Disability (\$)	Retirement (\$)	Death (\$)
Mr. Chambers	Non-CIC Severance	None	None	None	None	None	None	None
	Accelerated Stock Vesting ^{(b)(c)}		None		None			
	Accelerated Option Vesting ^(b)	65,589	None	65,589	None	65,589	65,589	65,589
	Accelerated FY 2012 PSU Vesting ^(f)	5,393,215	None	4,095,398	None	4,095,398	None	4,095,398
	Life Insurance	None	None	None	None	None	None	100,000
	CIC Severance	None	None	None	None	None	None	None
Mr. Johnson	Non-CIC Severance	None	None	None	None	None	None	None
	Accelerated Stock Vesting ^(b)	416,762	None	416,762	None	416,762	416,762	416,762
	Accelerated Option Vesting ^(b)		None		None			
	Accelerated	2,843,695	None	2,165,467	None	2,165,467	None	2,165,467

Edgar Filing: NCI BUILDING SYSTEMS INC - Form DEF 14A

	FY 2012							
	PSU							
	Vesting ^(f)							
	Life							
	Insurance ^(d)	None	None	None	None	None	None	100,000
	CIC							
	Severance ^(e)	856,549	None	None	None	None	None	None
Mr.	Non-CIC							
Dobbins	Severance	None	None	None	None	None	None	None
	Accelerated							
	Stock	356,267	None	356,267	None	356,267	356,267	356,267
	Vesting ^{(b)(c)}							
	Accelerated							
	Option	16,401	None	16,401	None	16,401	16,401	16,401
	Vesting ^(b)							
	Accelerated							
	FY 2012							
	PSU	1,666,994	None	1,269,412	None	1,269,412	None	1,269,412
	Vesting ^(f)							
	Life							
	Insurance ^(d)	None	None	None	None	None	None	100,000
	CIC							
	Severance ^(e)	653,312	None	None	None	None	None	None
Mr.	Non-CIC							
Robeson	Severance	None	None	None	None	None	None	None
	Accelerated							
	Stock		None		None			
	Vesting ^(b)							
	Accelerated							
	Option	223,969	None	223,969	None	223,969	223,969	223,969
	Vesting ^(b)							
	Accelerated							
	FY 2012							
	PSU	1,666,994	None	1,269,412	None	1,269,412	None	1,269,412
	Vesting ^(f)							
	Life							
	Insurance ^(d)	None	None	None	None	None	None	100,000
	CIC							
	Severance ^(e)	625,014	None	None	None	None	None	None

TABLE OF CONTENTS

Name	Benefit	Change of Control \$(^a)	Termination for Cause (\$)	Termination Without Cause or by Executive for Good Reason (\$)	Termination by Executive Without Good Reason (\$)	Termination Disability (\$)	Retirement (\$)	Death (\$)
Mr. Moore	Non-CIC Severance	None	None	None	None	None	None	None
	Accelerated Stock Vesting ^(b)	226,047	None	226,047	None	226,047	226,047	226,047
	Accelerated Option Vesting ^(b)	16,667	None	16,667	None	16,667	16,667	16,667
	Accelerated FY 2012 PSU Vesting ^(f)	1,666,994	None	1,269,412	None	1,269,412	None	1,269,412
	Life Insurance ^(d)	None	None	None	None	None	None	100,000
	CIC Severance ^(e)	708,645	None	None	None	None	None	None

Payable upon termination without cause or for good reason following a change in control. Outstanding restricted (a) stock and stock options fully vest upon a change in control irrespective of a Named Executive Officer's termination of employment.

The accelerated vesting of stock options is based upon an amount equal to the difference between the exercise price for each unvested option and the closing price per share of the Common Stock (on November 2, 2014, which was (b) \$19.87), multiplied by the number of option shares. The accelerated vesting of restricted stock is based upon the closing price per share of NCI's Common Stock on the New York Stock Exchange on November 2, 2014 of \$19.87, multiplied by the number of shares of restricted stock that would vest upon occurrence of the event indicated, less the par value of the shares (\$0.01 per share) paid by the Named Executive Officer.

Mr. Dobbins received 2004 Long-Term Restricted Stock Awards that will vest in full only on retirement, as (c) defined in the agreements governing such grants, unless vesting is accelerated by the occurrence of certain limited events, as indicated in the table above. For additional information regarding these special long-term grants, please see NCI's proxy statement for the fiscal year ended November 2, 2008, Compensation Discussion & Analysis Long-Term Incentive Compensation Long-Term Restricted Stock Grants.

Under the executive officer's employment agreement, the executive officer's designated beneficiaries would have (d) been entitled to the amounts set forth in the table above if the officer had died in Fiscal 2014.

Upon a qualifying termination following a change in control, the executive will be entitled to receive two times his (e) annual base salary at the highest annualized rate in effect during the one-year period immediately preceding the date of the change in control event.

The accelerated vesting of performance share unit awards is based upon the closing price per share of NCI's (f) Common Stock on the New York Stock Exchange on November 2, 2014 of \$19.87, multiplied by the number of performance share units that would vest by reason of the event indicated (i.e., change in control or termination of employment), less the par value of the shares (\$0.01 per share) paid by the Named Executive Officer. For the

columns relating to termination of employment, the calculation assumes that the target performance level would be achieved at the end of the performance period with the target number then being prorated by the elapsed period from August 1, 2012 through the last day of Fiscal 2014 (a total of 823 days).

Compensation of Directors

Directors of NCI who are also employees of NCI do not receive compensation for their service as directors. In addition to reimbursing our non-employee directors for the expenses incurred to attend and/or participate in meetings, we pay non-employee directors the following amounts:

Annual Retainer Fee	\$ 35,000
Board Meeting Fee	\$ 3,000
Committee Meeting Fee (in the absence of Board meeting on the same day)	\$ 1,500
Executive Committee Fee (in the absence of Board meeting on the same day)	\$ 750
Chairman of Audit Committee	\$ 15,000
Chair of Nominating and Corporate Governance Committee	\$ 10,000
Chair of Compensation Committee	\$ 10,000

TABLE OF CONTENTS

In addition, each non-employee director receives a grant of restricted stock and/or stock options under the Incentive Plan having an aggregate fair market value of \$60,000 on December 15 of each year, provided that the non-employee director has served as a director for at least six months. Upon initial election to the Board, new directors receive a grant of 300 shares of restricted stock. The stock awards generally vest ratably over a four-year period, subject to accelerated vesting upon the occurrence of certain specified events. These certain specified events include (1) the grantee's death during the grantee's continuous service, (2) the grantee's disability during the grantee's continuous service, (3) the grantee's inability to stand for re-election due to age limitations set forth in our By-Laws and corporate governance guidelines, during continuous service, (4) the grantee's failure to be nominated for re-election or failure to be re-elected if the grantee remains in continuous service until the expiration of his or her term, and (5) upon a change of control.

Messrs. Berges, Sleeper and Zrebiec have assigned all of the compensation each would receive for his services as a director, including any shares of restricted stock, to CD&R, LLC or its affiliates. In the same manner as our other directors, Mr. Berges received reimbursement for travel and other out-of-pocket expenses incurred in connection with his functions and duties as a director, except that Mr. Berges is also entitled to reimbursement of up to \$150,000 in the aggregate per calendar year for actual air travel expenses for NCI-related purposes on our corporate aircraft in lieu of reimbursement based on the cost of commercial air travel.

Director Compensation Table

The following table provides information concerning the compensation of our non-employee directors for Fiscal 2014.

Name	Fees Earned			All Other Compensation (\$)	Total (\$)
	Paid in Cash ^(a) (\$)	Stock Awards ^(b) (\$)	Option Awards ^(b) (\$)		
Kathleen J. Affeldt	57,000	60,006			117,006
George L. Ball	36,750	5,028			41,778
James G. Berges ^(c)					
Gary L. Forbes	73,250	60,006			133,256
John J. Holland	47,750	30,012	29,994		107,756
Lawrence J. Kremer	46,250	45,011	14,997		106,258
George Martinez	51,500	60,006			111,506
Nathan K. Sleeper ^(c)					
Jonathan L. Zrebiec ^(c)					

(a) Includes annual retainer fees, supplemental retainer fees for Committee Chairmen, Board meeting fees and Committee meeting fees for each non-employee director as more fully explained in the preceding paragraphs.

(b) The amounts reported in the Stock Awards and Option Awards columns reflect the aggregate grant date fair value of the awards granted under our Incentive Plan in Fiscal 2014, computed in accordance with FASB ASC Topic 718. See Note 6 of the consolidated financial statements in NCI's Annual Report for the fiscal year ended November 2, 2014, for additional detail regarding assumptions underlying the valuation of equity awards. As of November 2, 2014, the non-employee directors held the following outstanding restricted stock awards and stock options: (i) Ms. Affeldt (6,525 restricted shares and 21,788 stock options), (ii) Mr. Forbes (10,722 restricted shares and no stock options), (iii) Mr. Holland (6,938 restricted shares and 17,780 stock options), (iv) Mr. Kremer (8,043

restricted shares and 9,234 stock options), (v) Mr. Martinez (10,722 restricted shares and 265 stock options), and (vi) Mr. Ball (300 restricted shares and no stock options). These figures do not include restricted stock or options granted to the non-employee directors on December 15, 2014. Stock options figures include total exercisable and non-exercisable options.

Does not include fees of \$63,000, \$53,750, and \$46,250 earned by Messrs. Berges, Sleeper, and Zrebiec and paid to CD&R, LLC, as assignee of compensation payable to Messrs. Berges, Sleeper and Zrebiec. Also does not (c) include 10,119 shares of restricted Common Stock issued to CD&R, LLC on December 16, 2013 as assignee of compensation payable to Messrs. Berges, Sleeper and Zrebiec.

40

TABLE OF CONTENTS

BOARD OF DIRECTORS

Independence and Meetings

As of the date of this proxy statement, Clayton, Dubilier & Rice Fund VIII, L.P. and CD&R Friends & Family Fund VIII, L.P. together own over 50% of our outstanding voting power, and we are therefore considered a controlled company, within the meaning in the NYSE Listed Company Manual. Accordingly, effective as of the closing of the Equity Investment, we took all corporate action and filed all election notices and other documentation with the NYSE necessary to elect to qualify for the exemptions to the requirements of sections 303A.01, 303A.04 and 303A.05 of the NYSE Listed Company Manual. As long as we qualify for those exemptions, we will not be subject to the requirements that NYSE listed companies have (1) a majority of independent directors, (2) a nominating/corporate governance committee and a compensation committee, in each case, composed entirely of independent directors, and (3) charters for the nominating/corporate governance committee and the compensation committee, in each case, addressing certain specified matters. Pursuant to the Stockholders Agreement, we have agreed to use our reasonable best efforts to elect these exemptions for so long as we qualify for them.

Our Board determined, after considering all of the relevant facts and circumstances, that Ms. Affeldt, Mr. Ball, Mr. Forbes, Mr. Holland, Mr. Kremer and Mr. Martinez are independent from our management, as independence is defined by the rules and regulations of the SEC and the listing standards of the NYSE. This means that none of the independent directors had any direct or indirect material relationship with us, either directly or as a partner, stockholder or officer of an organization that has a relationship with us. For a description of transactions between us and certain members of our Board, please see Transactions with Related Persons CD&R Transactions.

Our Board met five times during the fiscal year ended November 2, 2014. Each of our directors attended 75% or more of the aggregate of the total number of meetings of our Board of Directors held during the period in which he or she was a director and the total number of meetings held by all board committees on which he served during the periods that he served. It is our policy to schedule a meeting of our Board of Directors on the date of the Annual Meeting, and we encourage all of our directors to attend both meetings. All of our then-current directors attended last year's Annual Meeting.

Our non-management directors meet without the presence of management at regularly scheduled executive sessions. These executive sessions typically occur before or after regularly scheduled meetings of our Board of Directors. The presiding director of these executive sessions is the Chairman of the Nominating and Corporate Governance Committee, if such person is an independent director; otherwise, the Chairman of the Audit Committee serves as presiding director. For information on how you can communicate with our non-management directors, please see Communications With Our Board.

Board Committees

Our Board has five standing committees the Executive Committee, the Audit Committee, the Compensation Committee, the Nominating and Corporate Governance Committee, and the Affiliate Transactions Committee. Below is a table disclosing board and committee appointments during our Fiscal 2014.

BOARD AND COMMITTEE APPOINTMENTS

Name	Board	Audit	Compensation	Nominating & Corporate Governance	Executive	Affiliate Transactions*
Kathleen J. Affeldt	Member		Chair			
George L. Ball	Member	Member	Member			
James G. Berges	Member			Chair	Chair	
Norman C. Chambers	Chairman				Member	
Gary L. Forbes	Member	Chair		Member	Member	Member
John J. Holland	Member	Member	Member			Member
Lawrence J. Kremer	Member			Member		
George Martinez	Member	Member				Member
Nathan K. Sleeper	Member		Member	Member	Member	
Jonathan L. Zrebiec	Member					

*

No chair exists for the Affiliate Transactions Committee.

TABLE OF CONTENTS

Executive Committee

The Executive Committee is generally authorized to act on behalf of our Board between scheduled meetings of our Board of Directors, except as provided by the Stockholders Agreement and by our By-Laws, to the fullest extent permitted by Delaware corporate law. However, the Executive Committee does not have the authority to approve amendments to our charter or By-Laws or specified extraordinary corporate transactions. The Executive Committee operates under a charter adopted by our Board of Directors, a copy of which is available on our website at www.ncibuildingsystems.com under the heading About NCI Committees & Charters.

As of the end of Fiscal 2014, the members of the Executive Committee were Mr. Berges, Mr. Chambers, Mr. Forbes, and Mr. Sleeper, with Mr. Berges serving as Chairman. The Executive Committee met nine times during the fiscal year ended November 2, 2014.

Audit Committee

The Audit Committee assists our Board in fulfilling its responsibilities relating to our corporate accounting and reporting practices and the quality and integrity of our financial reports. The Audit Committee assists the Board in monitoring the integrity of our financial statements, the independence, qualifications and performance of our independent auditors; the performance of our internal audit function, our compliance with legal and regulatory requirements, and the preparation of our Audit Committee's report included in our proxy statements. In discharging its duties, our Audit Committee has the authority to retain independent legal, accounting and other advisors and has the sole authority to appoint, retain, replace or terminate the independent auditor.

As of the end of Fiscal 2014, the members of the Audit Committee were Mr. Ball, Mr. Forbes, Mr. Holland and Mr. Martinez, with Mr. Forbes serving as Chairman. The Audit Committee met five times during the fiscal year ended November 2, 2014.

The Audit Committee is composed solely of directors who are not our officers or employees, have the requisite financial literacy to serve on the Audit Committee, as determined by our Board of Directors, and whom our Board of Directors has determined are independent under the listing standards of the NYSE and the rules and regulations of the SEC.

Our Board of Directors, after reviewing all of the relevant facts, circumstances and attributes, has determined that Mr. Forbes, the Chairman of our Audit Committee, is an audit committee financial expert as defined by Item 407(d)(5)(ii) of Regulation S-K.

The Audit Committee operates under a written Audit Committee Charter adopted by our Board of Directors, a copy of which is available on our website at www.ncibuildingsystems.com under the heading About NCI Committees & Charters.

Compensation Committee

The Compensation Committee assists our Board in fulfilling its responsibilities relating to our compensation practices. The Compensation Committee discharges the Board's responsibilities relating to compensation of directors, officers and senior managers, oversees, evaluates, and advises our Board regarding NCI's overall compensation policies and structure, including benefit plans and programs, prepares reports on executive compensation required for inclusion in

our proxy statements and discusses these reports with our management. The Compensation Committee is permitted to delegate its authority on all matters for which it is responsible to subcommittees consisting of one or more members.

The Compensation Committee met four times during the fiscal year ended November 2, 2014.

As of the end of Fiscal 2014, the members of the Compensation Committee were Ms. Affeldt, Mr. Ball, Mr. Holland and Mr. Sleeper, with Ms. Affeldt serving as Chairperson. The Compensation Committee is composed solely of directors who are not our officers or employees.

The Compensation Committee operates under a Compensation Committee Charter adopted by our Board, a copy of which is available on our website at www.ncibuildingsystems.com under the heading About NCI Committees & Charters.

TABLE OF CONTENTS

Nominating and Corporate Governance Committee

The Nominating and Corporate Governance Committee is responsible, subject to and in accordance with the Stockholders Agreement, for identifying or assisting in the identification of, and recommending qualified candidates to serve on our Board and, subject to and in accordance with the Stockholders Agreement, recommending to our Board the director nominees to be elected by our stockholders at each annual or special meeting. In addition, the Nominating and Corporate Governance Committee is responsible for developing and advising our Board with respect to guidelines for the governance of NCI, including monitoring compliance with those guidelines, as well as overseeing succession planning and the evaluation and review of the performance of our Board. As of the end of Fiscal 2014, the members of the Nominating and Corporate Governance Committee were Mr. Berges, Mr. Forbes, Mr. Kremer and Mr. Sleeper, with Mr. Berges serving as Chairman. The Nominating and Corporate Governance Committee met three times during the fiscal year ended November 2, 2014.

The Nominating and Corporate Governance Committee operates under a Nominating and Corporate Governance Committee Charter adopted by our Board, a copy of which is available on our website at www.ncibuildingsystems.com under the heading About NCI Committees & Charters. Our Corporate Governance Guidelines adopted by our Board, a copy of which is available at our website at www.ncibuildingsystems.com under the heading About NCI Committees & Charters, include the criteria our Board believes are important in the selection of director nominees.

Pursuant to and in accordance with the Stockholders Agreement, for so long as the Investors hold voting power equal in the aggregate to at least 10% of the aggregate voting power held by the Investors immediately following the closing of the Equity Investment, the Investors are entitled to nominate or designate to serve on our Board a number of individuals proportionate to the Investors' percentage of the voting power of the company at the relevant time (and to nominate or designate the replacements for such directors). At each annual meeting or special meeting of stockholders at which any directors of NCI are to be elected, we will take all corporate and other actions necessary to cause the applicable Investors' nominees or designees to be nominated for election to our Board and we will solicit proxies in favor of the election of such nominees or designees to be elected at such meeting.

Further, pursuant to and in accordance with the Stockholders Agreement, for so long as stockholders unaffiliated with the Investors own in the aggregate at least 5% of the voting power of NCI, our Board will include (i) at least two directors who will not be appointed or designated by the Investors and will be independent of both the Investors and NCI (the Unaffiliated Shareholder Directors), and (ii) the Chief Executive Officer of NCI. One Unaffiliated Shareholder Director will sit on each committee of our Board, except for the Affiliate Transactions Committee, whose members include two members who are Unaffiliated Shareholder Directors.

In identifying and evaluating nominees for director other than directors appointed by the Investors pursuant to the Stockholders Agreement, the Nominating and Corporate Governance Committee first looks at the overall size and structure of our Board to determine the need to add or remove directors and to determine if there are any specific qualities or skills that would complement the existing strengths of our Board.

The Board codified standards for directors in the Board's Corporate Governance Guidelines and Nominating and Corporate Governance Committee Charter. The Corporate Governance Guidelines provide that our Board of Directors should encompass a diverse range of talent, skill and expertise sufficient to provide sound and prudent guidance with respect to our operations and interests. The Corporate Governance Guidelines also provide that at all times a majority of the Board must be independent directors as defined from time to time by the listing requirements of the NYSE and any specific requirements established by the Board. Each director also is expected to:

exhibit high personal and professional ethics, strength of character, integrity, and values;
possess commitment and independence of thought and judgment;
possess education, experience, intelligence, independence, fairness, practical wisdom and vision to exercise sound,
mature judgments;

43

TABLE OF CONTENTS

use his or her skills and experiences to provide independent oversight of our business;
possess personality, tact, sensitivity, and perspective to participate in deliberations in a constructive and collegial manner;

be willing to devote sufficient time to carrying out his or her duties and responsibilities effectively;
devote the time and effort necessary to learn our business; and
represent the long-term interests of all stockholders.

In addition, our Board has determined that the Board as a whole must have the right diversity, mix of characteristics and skills for the optimal functioning of its oversight of NCI. To that end, our Board places a premium on its members professional experience in positions such as a senior manager, chief operations officer, chief financial officer, or chief executive officer of a relatively complex organization such as a corporation, university, or foundation. Ultimately, our Board believes it should be comprised of persons with skills in areas that may include some of the following: finance; manufacturing; sales and markets; strategic planning; development of strategies for sustainability; human resources; safety; legal; international business; and information technology. The age at the time of election of any nominee for director should be such to assure a minimum of three years of service as a director.

In addition to the targeted skill areas, the Nominating and Corporate Governance Committee looks for a strong record of achievement in key knowledge areas that it believes are critical for directors to add value to our Board, including:

Strategy knowledge of our business model, the formulation of corporate strategies, and knowledge of key competitors and global markets;

Leadership skills in coaching senior executives and the ability to assist the CEO in his development;

Organizational Issues understanding of strategy implementation, change management processes, group effectiveness, and organizational design;

Relationships understanding how to interact with customers, vendors, governments, investors, financial analysts, and communities in which we operate;

Functional understanding of financial matters, financial statements and auditing procedures, legal issues, information technology, and marketing; and

Ethics the ability to identify and raise key ethical issues concerning our activities and senior management as they affect the business community and society.

As part of its periodic self-assessment process, our Board annually determines the diversity of specific skills and experiences necessary for the optimal functioning of our Board in its oversight of NCI over both the short and long term.

The Corporate Governance Guidelines state our policy regarding the director selection process that requires the Nominating and Corporate Governance Committee to review the skills and characteristics that the Board seeks in its members individually and in relation to the composition of our Board as a whole. As part of this process, the Board will assess the skill areas currently represented on our Board and those skill areas represented by directors expected to retire or leave our Board in the near future against the target skill areas established annually by our Board, as well as recommendations of directors regarding skills that could improve the overall quality and ability of our Board to carry out its function.

The Nominating and Corporate Governance Committee then establishes the specific target skill areas, characteristics or experiences that are to be the focus of a director search, if necessary. Specific qualities or experiences could include matters such as experience in our industry, financial or technological expertise, experience in situations comparable to ours (e.g., growth companies, companies that have grown through acquisitions, or companies that have restructured their organizations successfully), leadership experience and relevant geographical experience. The Board's current composition reflects diversity in skills and experiences.

TABLE OF CONTENTS

The Nominating and Corporate Governance Committee uses multiple sources for identifying and evaluating nominees for directors other than directors appointed by the Investors pursuant to the Stockholders Agreement, including referrals from our current directors and management, as well as input from third-party executive search firms. The Chairman of the Nominating and Corporate Governance Committee and our Chairman of the Board will then interview qualified candidates. Qualified candidates are then invited to meet the remaining members of the Nominating and Corporate Governance Committee. The remaining directors also have an opportunity to meet and interview qualified candidates. The Nominating and Corporate Governance Committee then determines, based on the background information and the information obtained in the interviews, whether to recommend to the Board that a candidate be nominated to our Board.

The Nominating and Corporate Governance Committee will consider qualified nominees recommended by stockholders. Stockholders may submit recommendations to the Nominating and Corporate Governance Committee in care of our Chairman of the Board and Corporate Secretary at our address set forth on page one of this proxy statement in the form and timing provided in our By-Laws. Subject to the requirements of the Stockholders Agreement described above, nominees for director who are recommended by our stockholders will be evaluated in the same manner as any other nominee for director.

Nominations by stockholders for seats on the Board not required to be filled by the Investors designees may also be made at an annual meeting of stockholders in the manner provided in our By-Laws. Our By-Laws provide that a stockholder entitled to vote for the election of directors may make nominations of persons for election to our Board at a meeting of stockholders by complying with required notice procedures. To be timely, nominations must be received at our principal executive offices not later than the close of business on the 90th day nor earlier than the close of business on the 120th day prior to the first anniversary of the preceding year's annual meeting. If, however, the date of the annual meeting is more than 30 days before or more than 70 days after such anniversary date, notice by the stockholder must be delivered not earlier than the close of business on the 120th day prior to the annual meeting and not later than the close of business on the later of the 90th day prior to such annual meeting or the 10th day following the day on which the public announcement of the date of such meeting is first made by us.

The notice must specify:

as to each person the stockholder proposes to nominate for election or re-election as a director:

the name, age, business address and residence address of the person;

the principal occupation or employment of the person;

the class and number of shares of our capital stock that are owned of record or beneficially by the person on the date of the notice; and

any other information relating to the person that is required to be disclosed in solicitations for proxies with respect to nominees for election as directors pursuant to Section 14 of the Securities Exchange Act of 1934, as amended (the Exchange Act); and

as to the stockholder giving the notice:

the name and record address of the stockholder and any other stockholder known by that stockholder to be supporting the nominee; and

the class and number of shares of our capital stock that are owned of record or beneficially by the stockholder making the nomination and by any other supporting stockholders.

We may require that the proposed nominee furnish us with other information as we may reasonably request to assist us in determining the eligibility of the proposed nominee to serve as a director. At any meeting of stockholders, the presiding officer may disregard the purported nomination of any person not made in compliance with these procedures.

Affiliate Transactions Committee

The Affiliate Transactions Committee is responsible for reviewing, considering and approving certain transactions between NCI and its controlled affiliates, on the one hand, and the Investors and their affiliates,

45

TABLE OF CONTENTS

on the other hand. This committee is made up of two directors unaffiliated with the Investors and with NCI, and one director designated by the Investors who is independent within the meaning of the NYSE listing manual and has no material relationship with the Investors or their affiliates. As of the end of Fiscal 2014, the members of the Affiliate Transactions Committee were Mr. Forbes, Mr. Holland and Mr. Martinez. The Affiliate Transactions Committee met once during the fiscal year ended November 2, 2014.

The Affiliate Transactions Committee operates under an Affiliate Transactions Committee Charter adopted by our Board of Directors, a copy of which is available on our website at www.ncibuildingsystems.com under the heading About NCI Committees & Charters.

CORPORATE GOVERNANCE

Our Board has adopted Corporate Governance Guidelines to address significant corporate governance issues. A copy of these guidelines is available at our website at www.ncibuildingsystems.com under the heading About NCI Committees & Charters. These guidelines provide a framework for our corporate governance initiatives and cover topics including, but not limited to, director qualification and responsibilities, Board composition, director compensation and management and succession planning. The Nominating and Corporate Governance Committee is responsible for overseeing and reviewing the guidelines and reporting and recommending to our Board any changes to the guidelines. You may obtain copies of the charters for our Audit Committee, Compensation Committee, Executive Committee, Affiliate Transactions Committee and our Nominating and Corporate Governance Committee, and our Corporate Governance Guidelines, free of charge, from our website at www.ncibuildingsystems.com under the heading About NCI Committees & Charters or by writing to us at NCI Building Systems, Inc., 10943 North Sam Houston Parkway West, Houston, Texas 77064, Attention: Investor Relations, Layne de Alvarez.

Our Board has adopted a Code of Business Conduct and Ethics, which is designed to help officers, directors and employees resolve ethical issues in an increasingly complex business environment. The Code of Business Conduct and Ethics is applicable to all of our officers, directors and employees, including our principal executive officer, principal financial officer, principal accounting officer or controller and other persons performing similar functions.

The Code of Business Conduct and Ethics covers topics, including but not limited to, conflicts of interest, confidentiality of information and compliance with laws and regulations. The Code of Business Conduct and Ethics also provides that our directors who are employed by CD&R, LLC or any other affiliate of the Investors will not be deemed in violation of our Code of Business Conduct and Ethics as a result of any investment by the Investors, insofar as such investment, affiliate transaction and information access is not prohibited under the terms of the Stockholders Agreement and is otherwise in accordance with NCI's Certificate of Incorporation, By-Laws and the laws of the State of Delaware.

Our Code of Business Conduct and Ethics is available, free of charge, on our website, along with other corporate governance information, at www.ncibuildingsystems.com under the heading About NCI Committees & Charters. You may also obtain a copy by writing to Investor Relations Administrator at the address above.

Waivers from our Code of Business Conduct and Ethics are discouraged, and any waivers from the Code of Business Conduct and Ethics that relate to our principal executive officer, principal financial officer, principal accounting officer or controller and other persons performing similar functions or any other executive officer or director must be approved by our Nominating and Corporate Governance Committee, which is composed solely of directors whom we believe are independent of management, and will be disclosed to the fullest extent as required by law and will be posted on our website at www.ncibuildingsystems.com within four business days of any such waiver.

The Board's Role in Risk Oversight

One of the Board's functions is oversight of risk management at NCI. NCI recognizes that certain risks are inherent in the operation of an integrated manufacturer of metal buildings and metal building components. The Board and management consider risk for these purposes to be the possibility that an undesired event could occur that creates losses or adversely interferes with opportunity gains.

46

TABLE OF CONTENTS

Management is responsible for the day-to-day management of the risks we face, while the Board, as a whole but primarily through the Audit Committee, oversees and reviews certain aspects of our risk management efforts. Specific risk management activities performed by management include: identifying and prioritizing risk and risk controls related to significant business activities; monitoring the emergence and onset of certain key risks; and reviewing and determining the sufficiency of risk identification, the balance of potential risk to potential reward, the appropriate manner in which to control risk, and the support of the programs discussed below and their risk to company strategy.

The Board implements its risk oversight responsibilities by having management provide periodic briefing and informational sessions on the significant voluntary and involuntary risks that the company faces and how the company is seeking to control risk if and when appropriate. In most cases the Audit Committee of the Board oversees issues related to internal control over financial reporting and the Compensation Committee oversees risks related to compensation programs, as discussed in greater detail herein. Presentations and other information for the Board and Board committees generally identify and discuss relevant risk and risk control; and the Board members assess and oversee the risks as a part of their review of the related business, financial, or other activity of the company.

Risk Analysis of Our Compensation Plans

The Compensation Committee has reviewed our compensation policies as generally applicable to our employees and believes that our policies do not encourage excessive and unnecessary risk-taking, and that the level of risk that they do encourage is not reasonably likely to have a material adverse effect on NCI.

In Fiscal 2013, members of our management team conducted an assessment of the risks arising from our compensation policies and practices. The team reviewed and discussed the design features, characteristics, performance metrics at the company and segment levels and approval mechanisms of total compensation for all employees, including salaries, incentive plans, sales incentives, stock options, performance share units and restricted stock awards, to determine whether any of these policies or programs could create risks that are reasonably likely to have a material adverse effect on us.

Our compensation philosophy and culture support the use of base salary, performance-based compensation, and retirement plans that are generally uniform in design and operation throughout NCI and with all levels of employees. These compensation policies and practices are centrally designed and administered, and are substantially identical between our business divisions. Field sales personnel are paid primarily on a sales commission basis, but all of our officers are paid under the programs and plans for non-sales employees. In addition, the following specific factors, in particular, reduce the likelihood of excessive risk-taking:

Our overall compensation levels are competitive with the market.

Our compensation mix is balanced among (i) fixed components like salary and benefits, (ii) annual incentives that reward our overall financial performance, business unit financial performance, operational measures and individual performance, and (iii) a portfolio approach for stock awards, primarily consisting of time-based restricted stock, stock options and, beginning in Fiscal 2012, performance share units.

An important portion of our executive compensation for our NEOs is tied to how our stock price performs over a period of multiple years. For years prior to Fiscal 2012, we tied performance to stock price by granting restricted stock awards generally vesting evenly over four years and stock options also vesting over a period of four years and having terms of ten years. As described in the Compensation Discussion & Analysis above, in Fiscal 2012 we granted our NEOs performance share unit awards that vest only based on stock price that is sustained through the end of a three year performance period. This minimizes the benefit of a temporary spike in stock price and the possibility that an executive would be motivated to create short-term gain in the stock price without regard to long-term performance. We performed a similar (but more limited) analysis as described above in Fiscal 2014 with respect to performance

share units as a compensation tool, and we believe that the performance share unit awards (including those granted to our key employees and NEOs in December 2014) further support the incentive for sustained, multi-year performance.

47

TABLE OF CONTENTS

The Compensation Committee has discretion to adjust performance-based awards when it determines that such adjustments would be appropriate based on our interests and the interests of our stockholders.

Any additions or changes to stock awards or ROA bonus levels must be approved by both the employee's division president, NCI's Vice President, Human Resources, as well as senior management.

Executive officers are subject to certain holding requirements and our Insider Trading Policy.

In summary, although a significant portion of the compensation provided to Named Executive Officers is performance-based, we believe our compensation programs do not encourage excessive and unnecessary risk taking by executive officers (or other employees) because these programs are designed to encourage employees to remain focused on both our short- and long-term operational and financial goals. We set performance goals that we believe are reasonable in light of our past performance and market conditions. Historic restricted stock and stock option awards are subject to time-based vesting conditions, which retain value even in a depressed market, and performance share unit awards are subject to vesting based on sustained increases in stock price or satisfaction of other performance metrics over performance periods longer than a single year, and so executives are less likely to take unreasonable risks. With respect to our historic annual equity grants under the Incentive Plan, which included a fixed and variable component, assuming achievement of at least a minimum level of performance, payouts resulted in some compensation at levels below full target achievement, in lieu of an all or nothing approach.

Based on these considerations, the Compensation Committee determined that any risks arising from our compensation policies and practices are not reasonably likely to have a material adverse effect on us.

LEADERSHIP STRUCTURE OF THE BOARD

Our Board currently combines the role of chairman of the board with the role of chief executive officer, coupled with a presiding director position to further strengthen the governance structure. The Board believes this provides an efficient and effective leadership model for NCI. Combining the chairman and CEO roles fosters clear accountability, effective decision-making, and alignment on corporate strategy.

To assure effective independent oversight, the Board has adopted a number of governance practices, including:

- a strong, independent, clearly-defined presiding director role (see below for a full description of the role);
- the opportunity for executive sessions of the independent directors after every Board meeting; and
- annual performance evaluations of the chairman and CEO by the independent directors.

However, no single leadership model is right for all companies and at all times. The Board recognizes that, depending on the circumstances, other leadership models, such as a separate independent chairman of the board, might be appropriate. Accordingly, the Board periodically reviews its leadership structure.

The presiding director recommends to the Board an appropriate process by which a new chairman and chief executive officer will be selected. The Board has no required procedure for executing this responsibility because it believes that the most appropriate process will depend on the circumstances surrounding each such decision.

A key responsibility of the CEO and our Board of Directors is ensuring that an effective process is in place to provide continuity of leadership over the long term at all levels in NCI. Each year, succession planning reviews are held at every significant organizational level of NCI, culminating in a full review of senior leadership talent by the independent directors. During this review, the CEO and the independent directors discuss future candidates for senior leadership positions, succession timing for those positions, and development plans for the highest-potential candidates. This process ensures continuity of leadership over the long term, and it forms the basis on which we make ongoing leadership assignments. It is a key success factor in managing the long planning and investment lead times of

our business.

48

TABLE OF CONTENTS

In addition, the CEO maintains in place at all times, and reviews with the independent directors, a confidential plan for the timely and efficient transfer of his or her responsibilities in the event of an emergency or his or her sudden incapacitation or departure.

COMMUNICATIONS WITH OUR BOARD

Any stockholder or interested party who wishes to communicate with our Board or any specific directors, including non-management and independent directors, may write to:

Board of Directors
NCI Building Systems, Inc.
10943 North Sam Houston Parkway West
Houston, TX 77064

Depending on the subject matter, management will:

forward the communication to the director or directors to whom it is addressed (for example, if the communication received pertains to questions, concerns or complaints regarding accounting, internal accounting controls and auditing matters, it will be forwarded by management to the Chairman of the Audit Committee for review); attempt to handle the inquiry directly, for example where it is a request for information about us or our operations or it is a stock-related matter that does not appear to require direct attention by our Board or an individual director; or not forward the communication if it is primarily commercial in nature or if it relates to an improper or irrelevant topic (in accordance with the explicit instructions of our non-management directors).

At each meeting of our Board, our Chairman of the Board presents a summary of all communications received since the last meeting of our Board that were not forwarded and makes those communications available to any director on request.

SECTION 16(a) BENEFICIAL OWNERSHIP REPORTING COMPLIANCE

Section 16(a) of the Exchange Act requires our directors and officers and persons who beneficially own more than 10% of any of our equity securities to file initial reports of ownership and reports of changes in ownership with the SEC. Our employees prepare these reports for our directors and executive officers who request it on the basis of the information obtained from them and from NCI's records. Our directors and officers are required by the Exchange Act to furnish us with copies of all Section 16(a) forms they file.

Based solely on our review of the copies of the forms received by us with respect to Fiscal 2014, or written representations from the reporting persons, we believe that all required reports were timely filed for Fiscal 2014.

LEGAL PROCEEDINGS

To the best of our knowledge, there is no material proceeding to which any director, director designee or executive officer or affiliate of NCI, any owner of record or beneficially of more than 5% of any class of voting securities of NCI, or any associate of such director, nominated director, officer, affiliate of NCI, or security holder is a party

adverse to NCI or any of its subsidiaries or has a material interest adverse to NCI or any of its subsidiaries.

TRANSACTIONS WITH RELATED PERSONS

Policies and Procedures

The Nominating and Corporate Governance Committee has approved and adopted a written statement of policy and procedures with respect to related party transactions. This policy covers the review, approval or ratification of transactions between us and related parties (generally, directors, executive officers and employees required to file reports under Section 16 of the Exchange Act and their immediate family members, beneficial owners of 5% or more of any class of our securities, and any entity in which any such persons are

TABLE OF CONTENTS

employed, are principals, partners or hold a similar position or in which they have a beneficial interest of 5% or more).

The policy covers transactions in which NCI and any related party are participants in which a related party has a material interest, other than (1) transactions between us and affiliates of CD&R, LLC, which are evaluated by the Affiliate Transactions Committee pursuant to the guidelines in the Stockholders Agreement, (2) transactions involving less than \$25,000 when aggregated with all similar transactions, and (3) certain exceptions for the employment of executive officers, director compensation, employees of the related party and transactions in which all stockholders receive proportional benefits. The policy generally requires that any related party transaction be approved by the

Nominating and Corporate Governance Committee or its Chairman in advance of the consummation or material amendment of the transaction. Under the policy, prior to entering into a related party transaction, a related party must make full disclosure of all of the facts and circumstances relating to the transaction to our Chief Financial Officer or General Counsel, who must assess this information and decide whether it is a related party transaction. If either of the

Chief Financial Officer or General Counsel makes this determination, they must submit the transaction to the Nominating and Corporate Governance Committee or to its Chairman. The Nominating and Corporate Governance Committee or its Chairman will approve such transaction only if, in its good faith determination, it is in, or is not inconsistent with, the best interests of NCI and its stockholders. In the event a transaction is not identified as a related party transaction in advance, it will be submitted promptly to the Nominating and Corporate Governance Committee or the Chair thereof, and such committee or Chair, as the case may be will evaluate the transaction and evaluate all options, including but not limited to ratification, amendment or termination of the transaction. In addition, certain transactions with related stockholders may be subject to the provisions of Section 203 of the Delaware General Corporation Law (the "DGCL"). Section 203 of the DGCL prohibits certain publicly-held Delaware corporations from engaging in a business combination with an interested stockholder for a period of three years following the time such person became an interested stockholder unless the business combination is approved in a specified manner.

Generally, an interested stockholder is a person who, together with its affiliates and associates, owns 15% or more of the corporation's voting stock, or is affiliated with the corporation and owns or owned 15% of the corporation's voting stock within three years before the business combination.

The Affiliate Transactions Committee, which is further described in Board of Directors Board Committees Affiliate Transactions Committee, is responsible for reviewing, considering and approving certain transactions between NCI and its controlled affiliates, on the one hand, and the Investors and their affiliates, on the other hand. This committee is made up of two directors unaffiliated with the Investors and with NCI, and one director designated by the Investors who is independent within the meaning of the NYSE listing manual and has no material relationship with the Investors or their affiliates.

CD&R Transactions

Restructuring

On October 20, 2009, we completed a financial restructuring that resulted in a change of control of NCI. Pursuant to the Investment Agreement, we issued and sold to the Investors, for an aggregate purchase price of \$250 million, an aggregate of 250,000 shares of Series B Cumulative Convertible Participating Preferred Stock, or Preferred Stock, convertible into 39,221,839 shares of Common Stock (adjusted to reflect the 1:5 reverse stock split that occurred on March 5, 2010) based on the initial conversion price (or approximately 68.4% of our then voting power) (such purchase and sale, the Equity Investment).

Pursuant to the Investment Agreement and the Stockholders Agreement, for so long as we qualify as a controlled company within the meaning set forth in the Listed Company Manual of the NYSE or any similar provision in the rules of a stock exchange on which our securities are quoted or listed for trading, we have agreed to use our reasonable

best efforts to take advantage of the exemptions afforded such controlled companies. Accordingly, we have elected to qualify for the exemptions to the requirements of sections 303A.01, 303A.04 and 303A.05 of the NYSE Listed Company Manual. As long as we qualify for those exemptions, we will not be subject to the requirements that NYSE listed companies have (1) a majority of independent directors, (2) a nominating/corporate governance committee and a compensation committee, in each case, composed entirely of independent directors, and (3) charters for the nominating/corporate governance committee and the compensation committee, in each case, addressing certain specified matters.

50

TABLE OF CONTENTS

Among other provisions, the Stockholders Agreement entitles the Investors to certain nomination or designation rights with respect to our board of directors; subscription rights with respect to future issuances of common stock by us; corporate governance rights; and consent rights with respect to certain types of transactions we may enter into in the future. In connection with the Equity Investment, we made a determination that the acquisition of our equity interests by the Investors would not be subject to the provisions of Section 203 of the DGCL. At the time of the Equity Investment, we also entered into a registration rights agreement (the Registration Rights Agreement) with the Investors, which provides for customary demand and piggyback registration rights with respect to the shares of our common stock held by the Investors. The Secondary Offering completed in January 2014 was effected pursuant to this Registration Rights Agreement. The Registration Rights Agreement also provides that we will indemnify the Investors and their affiliates in connection with the registration of our securities thereunder.

As a result of their respective positions with CD&R, LLC and its affiliates, Mr. Berges, Mr. Sleeper and Mr. Zrebiec may be deemed to have an indirect material interest in certain agreements executed in connection with the Equity Investment, including:

the Investment Agreement, pursuant to which Clayton, Dubilier & Rice Fund VIII L.P.'s transaction expenses were reimbursed and a deal fee of \$8.25 million was paid to CD&R, Inc. on October 20, 2009; an Indemnification Agreement indemnifying CD&R and its affiliates against certain liabilities arising out of the transactions with CD&R and certain other liabilities and claims;

the Stockholders Agreement; and
the Registration Rights Agreement.

For additional information regarding the transactions with CD&R, LLC and the Investors' relationship with CD&R, LLC and the Investors and the above referenced agreements, see Item 1. Business and Item 1A. Risk Factors of our Form 10-K, as well as Note 12 to our audited financial statements included in our Form 10-K.

Amendment Agreement

On May 8, 2012, we entered into an Amendment Agreement with the Investors, the holders of our shares of Preferred Stock, to eliminate our dividend obligation on the Preferred Stock, which accrued at an annual rate of 12% unless paid in cash at 8% (the Amendment Agreement).

Under the terms of the Certificate of Designations, Preferences and Rights of Series B Cumulative Convertible Participating Preferred Stock (the Certificate of Designations), we were obligated to pay quarterly dividends to the Investors from October 20, 2009, through October 20, 2019, subject to certain dividend knock-out provisions. The Amendment Agreement provided for the Certificate of Designations to be amended to terminate the dividend obligation from and after March 15, 2012 (the Dividend Knock-out).

As consideration for the Dividend Knock-out, the Investors received a total of 37,834 additional shares of Preferred Stock. Upon closing the transaction on July 5, 2012, the Investors held Preferred Stock with an aggregate liquidation preference and accrued dividends of approximately \$345 million, entitling the Investors to receive approximately 54.1 million shares of Common Stock, then representing 72.7% of the voting power and Common Stock of NCI on an as-converted basis and an increase of approximately 2% from the Investors' then current stockholdings.

The Amendment Agreement with the Investors was approved by NCI's independent directors, as independence is defined by the rules and regulations of the SEC and listing standards of the NYSE, as well as by all of our directors who are independent of and not affiliated with the Investors.

For additional information regarding the transaction, see our Current Report on Form 8-K filed with the SEC on May 14, 2012.

Conversion

On May 14, 2013, the Investors delivered a formal notice requesting the conversion of all of their Preferred Stock into shares of our Common Stock (the Conversion). In connection with the Conversion

51

TABLE OF CONTENTS

request, we issued to the Investors 54,136,817 shares of our Common Stock. The Conversion eliminated all the outstanding Preferred Stock during our third quarter of Fiscal 2013. Under the terms of the Certificate of Designations, no consideration was required to be paid by the Investors to the Company in connection with the Conversion.

As the holder of a majority voting position, the Investors will be able to significantly influence or control matters submitted to stockholders for vote, including the proposals considered in this proxy statement.

For additional information regarding the conversion, see our Current Report on Form 8-K filed with the SEC on May 14, 2013.

Secondary Offering, Stock Repurchase and Cancellation

On January 15, 2014, the Investors completed the Secondary Offering of 9,775,000 shares of our Common Stock pursuant to our shelf registration statement previously filed and declared effective by the SEC on March 27, 2013. The Investors received all proceeds from the Secondary Offering, which was effected pursuant to the Registration Rights Agreement with the Investors.

In addition to the Secondary Offering, on January 6, 2014, we announced that we had entered into a separate agreement with the Investors to repurchase 1,150,000 shares of our Common Stock in the Stock Repurchase, contingent on the closing of the Secondary Offering and subject to other conditions, at a price per share equal to the price per share to be paid by the underwriters to the Investors in the Secondary Offering for a total of approximately \$20 million. The Stock Repurchase was a private, non-underwritten transaction that was approved and recommended by our Affiliate Transactions Committee of our Board, and closed on January 15, 2014, simultaneously with the Secondary Offering. We have cancelled all shares repurchased in the Stock Repurchase.

AUDIT COMMITTEE AND AUDITORS

Report of the Audit Committee

We have reviewed and discussed with management the audited financial statements contained in NCI Building Systems, Inc.'s Annual Report on Form 10-K for the fiscal year ended November 2, 2014. We also have discussed the audited financial statements with Ernst & Young LLP, NCI's independent registered public accountants. Our discussions with Ernst & Young LLP included, among other things, the matters required to be discussed by the statement on Auditing Standards No. 61, as amended (AICPA, Professional Standards, Vol. 1, AU section 380), as adopted by the Public Company Accounting Oversight Board in Rule 3200T, including the quality of NCI's accounting principles, the reasonableness of significant judgments and the clarity of disclosures in the financial statements. We also reviewed written disclosures and the letter from Ernst & Young LLP in accordance with applicable requirements of the Public Company Accounting Oversight Board, Ernst & Young LLP's communications with the Audit Committee concerning independence, and have discussed with Ernst & Young LLP its independence. Based on those discussions, we are not aware of any relationship between Ernst & Young LLP and NCI that affects the objectivity or independence of Ernst & Young LLP.

Based on those discussions and review, we recommended to the Board of Directors, and the Board of Directors has approved, that the audited financial statements be included in the Annual Report on Form 10-K for the fiscal year ended November 2, 2014, for filing with the Securities and Exchange Commission. We have appointed Ernst &

Young LLP as NCI's independent auditors for Fiscal 2015, and have submitted the appointment for stockholder ratification.

We also reviewed and discussed the fees paid to Ernst & Young LLP for the fiscal year ended November 2, 2014 for audit and non-audit services, which fees and services are described in the proxy statement under the title "Our Independent Auditors and Fees," and have determined that the provision of the non-audit services and the fees that we pay for them are compatible with maintaining Ernst & Young LLP's independence. The Board of Directors recommends that stockholders ratify this selection at the Annual Meeting.

TABLE OF CONTENTS

This report is submitted by the members of the Audit Committee.

GARY L. FORBES (Chair)
GEORGE L. BALL
JOHN J. HOLLAND
GEORGE MARTINEZ

Our Independent Registered Public Accounting Firm and Audit Fees

Ernst & Young LLP served as our independent registered public accountants for Fiscal 2014. A representative of Ernst & Young LLP is expected to attend our Annual Meeting and will have the opportunity to make a statement if he so desires and will be available to answer appropriate stockholder questions.

Audit Fees. We incurred fees of \$1,639,370 during Fiscal 2014 and \$1,686,782 during Fiscal 2013 for Ernst & Young LLP's independent audit of our annual financial statements, review of the financial statements contained in our quarterly reports on Form 10-Q and assistance regarding other SEC filings. All of the audit services provided to us by Ernst & Young LLP during Fiscal 2014 and Fiscal 2013 were pre-approved by the Audit Committee.

Audit-Related Fees. We did not incur any fees during Fiscal 2014 for other services rendered by Ernst & Young LLP that were reasonably related to its audit and review of our financial statements, including reviews of internal control design and operation and assistance in evaluating the requirements of the Sarbanes-Oxley Act of 2002. We did not incur any such fees during Fiscal 2013.

Tax Fees. We did not incur any such fees during Fiscal 2014 or Fiscal 2013.

All Other Fees. We incurred fees of \$2,160 during Fiscal 2014 and \$2,160 during Fiscal 2013 for research tool subscriptions rendered by Ernst & Young LLP. All of the research tool subscriptions provided to us by Ernst & Young LLP during Fiscal 2014 and Fiscal 2013 were pre-approved by the Audit Committee.

Pre-Approval Policies and Procedures for Audit and Non-Audit Services

The Audit Committee has developed policies and procedures concerning its pre-approval of the performance of audit and non-audit services for us by Ernst & Young LLP. These policies and procedures provide that the Audit Committee must pre-approve all audit and permitted non-audit services (including the fees and terms thereof) to be performed for us by Ernst & Young LLP, subject to the de minimis exception for non-audit services described in Section 10A(i)(1)(B) of the Exchange Act that are approved by the Audit Committee before the completion of the audit. In pre-approving all audit services and permitted non-audit services, the Audit Committee or a delegated member must consider whether the provision of the permitted non-audit services is compatible with maintaining the independence of Ernst & Young LLP and its status as our independent auditors.

The Audit Committee has delegated to its members the authority to consider and approve management proposals for the engagement of Ernst & Young LLP to perform certain permitted non-audit services for fees of up to an aggregate of \$25,000 between quarterly meetings of the Audit Committee; provided that those pre-approvals are presented to the entire Audit Committee at its next regularly scheduled meeting. Management proposals arising between quarterly

Audit Committee meetings are presented for pre-approval to the Chairman of the Audit Committee, Mr. Forbes, and in the event of his unavailability, to another member of the Audit Committee.

All of the services performed by Ernst & Young LLP in Fiscal 2014 were approved in advance by the Audit Committee pursuant to the foregoing pre-approval policy and procedures. Additionally, during Fiscal 2014, Ernst & Young LLP did not provide any services prohibited by the Sarbanes-Oxley Act of 2002.

STOCKHOLDER PROPOSALS AND DIRECTOR NOMINATIONS

Stockholder Proposals for the 2016 Annual Meeting

If you wish to present a proposal for inclusion in our proxy material for consideration at our Annual Meeting to be held in 2016, you must submit the proposal in writing to our Corporate Secretary at the address shown on the first page of this proxy statement, and we must receive your proposal not later than close of

TABLE OF CONTENTS

business (5:30 p.m. CST) on September 28, 2015 (the 120th day prior to January 26, 2016, the anniversary of the date on which this year's proxy was mailed to you). As the rules of the SEC make clear, simply submitting a proposal does not guarantee that it will be included. That proposal must comply with Section 8 of Article II of our By-Laws and, if it is to be included in our proxy materials, Rule 14a-8 under the Exchange Act.

Advance Notice Required for Stockholder Nominations and Proposals for the 2015 Annual Meeting

Our By-Laws require timely advance written notice of stockholder nominations of director candidates and of any other proposals to be presented at an annual meeting of stockholders. Notice will be considered timely for the Annual Meeting of Stockholders to be held in 2016 if it is received not less than 90 nor more than 120 days prior to the date of the 2016 Annual Meeting of Stockholders. Please refer to the full text of our advance notice by-law provisions for additional information and requirements. A copy of our By-Laws may be obtained by writing to our Corporate Secretary at the address shown on the first page of this proxy statement. Our By-Laws require our Board or the presiding officer of the Annual Meeting to reject any untimely or non-complying proposal.

ANNUAL REPORT

A copy of our Annual Report to Stockholders, which consists of our Annual Report on Form 10-K for Fiscal 2014, accompanies this proxy statement. These materials do not form part of the material for the solicitation of proxies.

We have filed our Annual Report on Form 10-K for Fiscal 2014 with the Securities and Exchange Commission. It is available free of charge on our web site at www.ncibuildingsystems.com and at the SEC's web site at www.sec.gov.

Upon written request by a stockholder, we will mail, without charge, a copy of our Form 10-K, including the financial statements and financial statement schedules, but excluding exhibits to the Form 10-K. Exhibits to the Form 10-K are available upon payment of a reasonable fee, which is limited to our expenses in furnishing the requested exhibit.

STOCKHOLDERS SHARING THE SAME LAST NAME AND ADDRESS

We are sending only one copy of our proxy statement and Annual Report to stockholders who share the same last name and address, unless they have notified us that they want to continue receiving multiple copies. This practice, known as householding, is designed to reduce duplicate mailings and save significant printing and postage costs.

If you received a household mailing this year and you would like to have additional copies of our proxy statement and Annual Report mailed to you or you would like to opt out of this practice for future mailings, we will promptly deliver such additional copies to you if you submit your request to our Investor Relations in writing at 10943 North Sam Houston Parkway West, Houston, Texas 77064, or call us at 281-897-7788. You may also contact us in the same manner if you received multiple copies of the Annual Meeting materials and would prefer to receive a single copy in the future.

TABLE OF CONTENTS

MISCELLANEOUS

Our Board knows of no business other than that described above to be transacted at our Annual Meeting. If other matters requiring a vote of the stockholders arise, the persons designated as proxies will vote the shares of Common Stock represented by the proxies in accordance with their judgment on those matters.

The information contained in the proxy statement relating to the occupations and security holdings of our directors and officers and their transactions with us is based upon information received from the individual directors and officers. Unless otherwise indicated, all information relating to any beneficial owner of more than 5% of any class of our equity securities is based upon information contained in reports filed by that owner with the SEC.

By Order of the Board of Directors

TODD R. MOORE

TODD R. MOORE

*Executive Vice President, General Counsel and
Corporate Secretary*

Houston, Texas
January 26, 2015

**Important Notice Regarding the Availability of
Proxy Materials for the Stockholder Meeting To Be Held February 24, 2015**

The Notice of Annual Meeting of Stockholders, our Proxy Statement, and Annual Report to Stockholders are available at www.edocumentview.com/NCS.

TABLE OF CONTENTS

TABLE OF CONTENTS

TABLE OF CONTENTS

TABLE OF CONTENTS
