

Table 2: Tariff Cuts and CEO Forced Turnover

Variable	(2)	(3)	(5)	(7)	(8)
				Placebo	Placebo
CUT_POST3	0.038***	0.020***	0.018***	0.005	0.004
CUT_POST3 * IND_ADJ_ROA			-0.028***		-0.021
CUT_POST3 * IND_ADJ_RET			-0.014**		-0.018
IND_ADJ_ROA		-0.082***	-0.104***	-0.081***	-0.104***
IND_ADJ_RET		-0.054***	-0.051***	-0.054***	-0.052***
Year fixed effects	Yes	Yes	Yes	Yes	Yes
Firm fixed effects	Yes	Yes	Yes	Yes	Yes
R^2	0.02	0.11	0.15	0.11	0.11
Observations	20,548	20,548	20,548	20,548	20,548

Table 4: Governance proxies, productivity and default likelihood**Panel A: Row Percentage**

TFP	G-Index		Z-Score	G-Index	
	High	Low		High	Low
Low	56.8%	41.1%	Low	55.2%	44.7%
High	43.2%	58.9%	High	44.8%	55.3%
	E-Index			E-Index	
	High	low		High	Low
Low	53.2%	42.3%	Low	57.7%	44.9%
High	46.8%	57.7%	High	42.3%	55.1%
	Independence			Independence	
	Low	High		Low	High
Low	55.1%	41.4%	Low	55.8%	43.9%
High	44.9%	58.6%	High	44.2%	56.1%
	Institutional			Institutional	
	Low	High		Low	High
Low	58.2%	44.9%	Low	56.5%	42.6%
High	41.8%	55.1%	High	43.5%	57.4%

Panel B: Column Percentage

TFP	G-Index		Z-Score	G-Index	
	High	low		High	Low
Low	53.6%	46.4%	Low	55.3%	44.7%
High	38.0%	62.0%	High	44.8%	55.2%
	E-Index			E-Index	
	High	Low		High	Low
Low	57.0%	43.0%	Low	56.6%	43.4%
High	46.1%	53.9%	High	43.8%	56.2%
	Independence			Independence	
	Low	High		Low	High
Low	55.9%	44.1%	Low	55.8%	44.2%
High	42.2%	57.8%	High	43.9%	56.1%
	Institutional			Institutional	
	Low	High		Low	High
Low	58.0%	42.0%	Low	56.3%	43.7%
High	44.7%	55.3%	High	42.4%	57.6%

Table 5: Tariff Cuts, Corporate Governance, and CEO Forced Turnover**Panel A: Turnover**

Variable	G-Index		E-Index		Independence		Institutional	
	High (1)	Low (2)	High (3)	Low (4)	Low (5)	High (6)	Low (7)	High (8)
CUT_POST3	0.032***	0.007	0.024***	0.008	0.037**	0.013**	0.032***	0.009
Other control variables	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Year fixed effect	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Firm fixed effect	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
R^2	0.10	0.11	0.12	0.15	0.17	0.12	0.15	0.14
Observations	11,940	8,608	14,019	6,529	4,820	9,273	10,866	9,682

Panel B: Turnover-performance sensitivity

Variable	G-Index		E-Index		Independence		Institutional	
	High (1)	Low (2)	High (3)	Low (4)	Low (5)	High (6)	Low (7)	High (8)
CUT_POST3	0.030***	0.006	0.020***	0.007	0.034**	0.009*	0.029**	0.010
CUT_POST3 * ROA	-0.025**	-0.012*	-0.053**	-0.023*	-0.039**	-0.015	-.03***	0.007
CUT_POST3 * RET	-0.021**	0.002	-0.024*	-0.002	-0.023**	-0.012	-.03***	-0.023*
Other control variables	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Firm fixed effect	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Year fixed effect	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
R^2	0.10	0.13	0.12	0.16	0.17	0.12	0.16	0.14
Observations	11,940	8,608	14,019	6,529	4,820	9,273	10,866	9,682

Table 6, Panel B: Tariff Cut and Board Classification Interactions

Dependent Variable: CEO Turnover								
Variable	G-Index		E-Index		Independence		Institutional	
	High (1)	Low (2)	High (3)	Low (4)	Low (5)	High (6)	Low (7)	High (8)
CUT_POST3	0.010*	0.007	0.014	0.010	0.018	0.015*	0.014	0.012
Unclassified	-0.11**	- 0.041	-0.044	-0.061	0.045	0.023	-0.124***	0.014
CUT_POST3 * Unclassified	0.027**	0.004	0.028***	0.008	0.033**	-0.001	0.026**	0.005
Other control variables	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Year fixed effect	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Firm fixed effect	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
R^2	0.11	0.21	0.12	0.15	0.17	0.13	0.17	0.14
Observations	6,872	4,663	7,844	3,690	3,944	7,590	6,103	5,432

Table 7, Panel B: CEO Pay Alignment, Tariff Cut and Corporate Governance

	Dependent Vbl: CEO Pay Alignment							
	G-Index		E-Index		Independence		Institutional	
	High (1)	Low (2)	High (3)	Low (4)	Low (5)	High (6)	Low (7)	High (8)
CUT_POST3	0.058	0.221**	0.124	0.469**	0.114*	0.318**	0.096	0.411***
Other control variables	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Year fixed effects	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Firm fixed effects	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
R^2	0.10	0.18	0.08	0.09	0.17	0.07	0.16	0.14
Observations	9,793	6,645	11,179	5,259	3,856	7,418	8,698	7,740

Table 8: Tariff Cuts and New CEO Characteristics

Variable	COGS_PPENT (1)	XSGA_PPENT (2)	SPPE_PPENT (3)	Prob(Asset_Sale) (4)	Total_Comp (5)	Alignment (6)
CUT	-0.644*	-0.419	0.008**	0.418*	0.641*	0.452*
Controls	Y	Y	Y	Y	Y	Y
Prior Total_Comp	-0.158	0.308**	-0.007***	-0.095	0.324**	-0.489
External					0.490**	1.312**
R^2	0.13	0.19	0.43	0.26	0.48	0.36
Observations	96	96	96	96	260	260

Table 10: The Effect of CEO Turnover on Corporate Performance after Tariff Reduction

		One Year Average Difference	Difference- in- differences	Two-year Average Difference	Difference- in- differences	Three-year Average Difference	Difference- in- differences
Profit Margin	Treated	0.009	0.088**	0.019	0.085**	0.022	0.077**
	Matched	-0.079		-0.066		-0.055	
ROE	Treated	0.006	0.022	0.150	0.245**	0.117	0.220**
	Matched	-0.016		-0.095		-0.103	
Sales Growth	Treated	-0.023	0.218	0.013	0.238*	0.014	0.297**
	Matched	-0.241		-0.225		-0.283	
Q	Treated	-0.296	0.418	-0.219	0.382	-0.128	0.341
	Matched	-0.714		-0.601		-0.469	
TFP	Treated	0.007	0.108**	0.018	0.113**	0.027	0.114**
	Matched	-0.101		-0.095		-0.087	

