

1 **APPENDIX**

2 **Appendix A.**

3 **The first expert:**

4 **Tab.A1** Under the overall objective criterion pairwise comparison matrix

<i>Total goal</i>	<i>ES</i>	<i>TS</i>	<i>MC</i>
<i>ES</i>	(1,1,1)	(1,2,3)	(1,3,5)
<i>TS</i>	(1/3,1/2,1)	(1,1,1)	(1,2,3)
<i>MC</i>	(1/5,1/3,1)	(1/3,1/2,1)	(1,1,1)

5

6 **Tab.A2** Pairwise comparison matrix on Enterprise resource

<i>ER</i>	<i>ER1</i>	<i>ER2</i>	<i>ER3</i>	<i>ER4</i>
<i>ER1</i>	(1,1,1)	(1/3,1/2,1)	(1,1,1)	(1,2,3)
<i>ER2</i>	(1,2,3)	(1,1,1)	(1,2,3)	(1,1,1)
<i>ER3</i>	(1,1,1)	(1/3,1/2,1)	(1,1,1)	(1/3,1/2,1)
<i>ER4</i>	(1,2,3)	(1,1,1)	(1,2,3)	(1,1,1)

7

8 **Tab.A3** Pairwise comparison matrix on Technical support

<i>TS</i>	<i>TS1</i>	<i>TS2</i>	<i>TS3</i>
<i>TS1</i>	(1,1,1)	(1/3,1/2,1)	(1/3,1/2,1)
<i>TS2</i>	(1,2,3)	(1,1,1)	(1,1,1)
<i>TS3</i>	(1,2,3)	(1,1,1)	(1,1,1)

9

10 **Tab.A4** Pairwise comparison matrix on Market capacity

<i>MC</i>	<i>MC1</i>	<i>MC2</i>	<i>MC3</i>	<i>MC4</i>
<i>MC1</i>	(1,1,1)	(1/4,1/2,1)	(1/3,1/2,1)	(1,2,3)
<i>MC2</i>	(1,2,4)	(1,1,1)	(1,2,2)	(1,4,5)
<i>MC3</i>	(1,2,3)	(1/2,1/2,1)	(1,1,1)	(1,3,4)
<i>MC4</i>	(1/3,1/2,1)	(1/5,1/4,1)	(1/4,1/3,1)	(1,1,1)

11

12 **The second expert:**

13 **Tab.A5** Under the overall objective criterion pairwise comparison matrix

<i>Total goal</i>	<i>ES</i>	<i>TS</i>	<i>MC</i>
<i>ES</i>	(1,1,1)	(1,2,2)	(1,1,2)

<i>TS</i>	(1/2,1/2,1)	(1,1,1)	(1/3,1/2,1)
<i>MC</i>	(1/2,1,1)	(1,2,3)	(1,1,1)

14

15

**Tab.A6** Pairwise comparison matrix on Enterprise resource

<i>ER</i>	<i>ER1</i>	<i>ER2</i>	<i>ER3</i>	<i>ER4</i>
<i>ER1</i>	(1,1,1)	(1,2,2)	(1/2,1,1)	(1,1,2)
<i>ER2</i>	(1/2,1/2,1)	(1,1,1)	(1/3,1/3,1)	(1,1,2)
<i>ER3</i>	(1,1,2)	(1,3,3)	(1,1,1)	(1,2,3)
<i>ER4</i>	(1/2,1/2,1)	(1/2,1/2,1)	(1/3,1/2,1)	(1,1,1)

16

17

**Tab.A7** Pairwise comparison matrix on Technical support

<i>TS</i>	<i>TS1</i>	<i>TS2</i>	<i>TS3</i>
<i>TS1</i>	(1,1,1)	(1/3,1/2,1)	(1/2,1/2,1)
<i>TS2</i>	(1,2,3)	(1,1,1)	(1,1,2)
<i>TS3</i>	(1,2,2)	(1/2,1,1)	(1,1,1)

18

19

**Tab.A8** Pairwise comparison matrix on Market capacity

<i>MC</i>	<i>MC1</i>	<i>MC2</i>	<i>MC3</i>	<i>MC4</i>
<i>MC1</i>	(1,1,1)	(1/3,1/2,1)	(1,1,2)	(1,2,2)
<i>MC2</i>	(1,2,3)	(1,1,1)	(2,2,3)	(1,3,5)
<i>MC3</i>	(1/2,1,1)	(1/3,1/2,1/2)	(1,1,1)	(1,2,3)
<i>MC4</i>	(1/2,1/2,1)	(1/5,1/3,1)	(1/3,1/2,1)	(1,1,1)

20

21

**The third expert:**

22

**Tab.A9** Under the overall objective criterion pairwise comparison matrix

<i>Total goal</i>	<i>ES</i>	<i>TS</i>	<i>MC</i>
<i>ES</i>	(1,1,1)	(1,1,2)	(1/2,1,1)
<i>TS</i>	(1/2,1,1)	(1,1,1)	(1/3,1,1)
<i>MC</i>	(1,1,2)	(1,1,3)	(1,1,1)

23

24

**Tab.A10** Pairwise comparison matrix on Enterprise resource

<i>ER</i>	<i>ER1</i>	<i>ER2</i>	<i>ER3</i>	<i>ER4</i>
<i>ER1</i>	(1,1,1)	(1/3,1/2,1)	(1/3,1/3,1/2)	(1/2,1/2,1)

<i>ER2</i>	(1,2,3)	(1,1,1)	(1/2,1/2,1)	(1,1,2)
<i>ER3</i>	(2,3,3)	(1,2,2)	(1,1,1)	(2,2,3)
<i>ER4</i>	(1,2,2)	(1/2,1,1)	(1/3,1/2,1/2)	(1,1,1)

25  
26  
27

**Tab.A11** Pairwise comparison matrix on Technical support

<i>TS</i>	<i>TS1</i>	<i>TS2</i>	<i>TS3</i>
<i>TS1</i>	(1,1,1)	(1/3,1/2,1)	(1/2,1/2,1)
<i>TS2</i>	(1,2,3)	(1,1,1)	(1,1,2)
<i>TS3</i>	(1,2,2)	(1/2,1,1)	(1,1,1)

28  
29

**Tab.A12** Pairwise comparison matrix on Market capacity

<i>MC</i>	<i>MC1</i>	<i>MC2</i>	<i>MC3</i>	<i>MC4</i>
<i>MC1</i>	(1,1,1)	(1/2,1/2,1)	(1,1,1)	(1,2,3)
<i>MC2</i>	(1,2,2)	(1,1,1)	(1,2,3)	(2,3,3)
<i>MC3</i>	(1,1,1)	(1/3,1/2,1)	(1,1,1)	(1,2,2)
<i>MC4</i>	(1/3,1/2,1)	(1/3,1/3,1/2)	(1/2,1/2,1)	(1,1,1)

30

**The fourth expert:**

31  
32

**Tab.A13** Under the overall objective criterion pairwise comparison matrix

<i>Total goal</i>	<i>ES</i>	<i>TS</i>	<i>MC</i>
<i>ES</i>	(1,1,1)	(1,1,1)	(1/2,1,1)
<i>TS</i>	(1,1,1)	(1,1,1)	(1/2,1,1)
<i>MC</i>	(1,1,2)	(1,1,2)	(1,1,1)

33  
34

**Tab.A14** Pairwise comparison matrix on Enterprise resource

<i>ER</i>	<i>ER1</i>	<i>ER2</i>	<i>ER3</i>	<i>ER4</i>
<i>ER1</i>	(1,1,1)	(1/2,1/2,1)	(1/3,1/3,1/2)	(1/2,1/2,1)
<i>ER2</i>	(1,2,2)	(1,1,1)	(1/3,1/2,1/2)	(1,1,1)
<i>ER3</i>	(2,3,3)	(2,2,3)	(1,1,1)	(1,2,3)
<i>ER4</i>	(1,2,2)	(1,1,1)	(1/3,1/2,1)	(1,1,1)

35  
36

**Tab.A15** Pairwise comparison matrix on Technical support

<i>TS</i>	<i>TS1</i>	<i>TS2</i>	<i>TS3</i>
<i>TS</i> <i>1</i>	(1,1,1)	(1/2,1/2,1/2)	(1/3,1/2,1)
<i>TS</i> <i>2</i>	(2,2,2)	(1,1,1)	(1,1,2)
<i>TS</i> <i>3</i>	(1,2,3)	(1/2,1,1)	(1,1,1)

37

38

**Tab.A16** Pairwise comparison matrix on Market capacity

<i>MC</i>	<i>MC1</i>	<i>MC2</i>	<i>MC3</i>	<i>MC4</i>
<i>MC</i> <i>1</i>	(1,1,1)	(1/2,1/2,1)	(1,1,1)	(2,2,3)
<i>MC</i> <i>2</i>	(1,2,2)	(1,1,1)	(1,2,3)	(1,3,3)
<i>MC</i> <i>3</i>	(1,1,1)	(1/3,1/2,1)	(1,1,1)	(1,2,3)
<i>MC</i> <i>4</i>	(1/3,1/2,1/2)	(1/3,1/3,1)	(1/3,1/2,1)	(1,1,1)

39

40

**The fifth expert:**

41

**Tab.A17** Under the overall objective criterion pairwise comparison matrix

<i>Total goal</i>	<i>ES</i>	<i>TS</i>	<i>MC</i>
<i>ES</i>	(1,1,1)	(1/2,1/2,1)	(1/2,1,1)
<i>TS</i>	(1,2,2)	(1,1,1)	(1,2,3)
<i>MC</i>	(1,1,2)	(1/3,1/2,1)	(1,1,1)

42

43

**Tab.A18** Pairwise comparison matrix on Enterprise resource

<i>ER</i>	<i>ER1</i>	<i>ER2</i>	<i>ER3</i>	<i>ER4</i>
<i>ER1</i>	(1,1,1)	(1/3,1/3,1)	(1/3,1/3,1/2)	(1/2,1/2,1)
<i>ER2</i>	(1,3,3)	(1,1,1)	(1,1,1)	(1,2,2)
<i>ER3</i>	(2,3,3)	(1,1,1)	(1,1,1)	(1,2,3)
<i>ER4</i>	(1,2,2)	(1/2,1/2,1)	(1/3,1/2,1)	(1,1,1)

44

45

**Tab.A19** Pairwise comparison matrix on Technical support

<i>TS</i>	<i>TS1</i>	<i>TS2</i>	<i>TS3</i>
<i>TS</i> <i>1</i>	(1,1,1)	(1/3,1/2,1)	(1,1,1)
<i>TS</i> <i>2</i>	(1,2,3)	(1,1,1)	(1,2,2)
<i>TS</i> <i>3</i>	(1,1,1)	(1/2,1/2,1)	(1,1,1)

46

47

**Tab.A20** Pairwise comparison matrix on Market capacity

<i>MC</i>	<i>MC1</i>	<i>MC2</i>	<i>MC3</i>	<i>MC4</i>
<i>MC</i> <i>1</i>	(1,1,1)	(1/2,1/2,1)	(1,1,1)	(2,2,3)
<i>MC</i> <i>2</i>	(1,2,2)	(1,1,1)	(1,1,2)	(2,3,3)
<i>MC</i> <i>3</i>	(1,2,3)	(1/2,1,1)	(1,1,1)	(1,3,4)
<i>MC</i> <i>4</i>	(1/3,1/2,1/ 2)	(1/3,1/3,1/ 2)	(1/4,1/3,1)	(1,1,1)

48

**Tab.B1** Sub-Criterion Descriptions and References

<i>Control Criterion</i>	<i>Sub-Criterion</i>	<i>Sub-Criterion Descriptions</i>	
<i>Enterprise resource (ES)</i>	Scale of employee (ES1)	Scale of employee refers to the number of employees in all departments of the new energy vehicle company. It reflects the human resources in enterprises, and is an important index to measure the resources of enterprises.	Y Li(2018)[28], X Yuan(2015)[2], R Tan(2018)[29]
	Ratio of high-quality personnel (ES2)	The ratio of high-quality personnel refers to the proportion of technical personnel and managerial personnel in the total staff of the enterprise. This index can truly reflect the competitiveness of an enterprise, and it is an important enterprise resource.	R Tan(2018)[29], LI Xiao-Ying(2016)[30]
	Scale of fixed asset (ES3)	Fixed assets refer to non-monetary assets whose value reaches a certain standard, including houses, buildings, machines, etc. Fixed assets are the means of labor of enterprises, and also the main assets for enterprises to rely on for production and operation.	Z Peng(2017)[31], J Zhang(2011)[32], W Li(2016)[33]
	Advanced level of equipment (ES4)	It refers to the comparison between the new energy automobile enterprise equipment and the domestic and foreign enterprise automobile equipment. The new energy vehicle industry is originally a high-tech industry. Good equipment will make the NEV produced by enterprises more competitive	X Yuan(2015)[2], Y Li(2018)[28]
<i>Technical support (TS)</i>	Adoption rate of new technology (TS1)	The new technology refers to the battery technology and the vehicle technology related to the NEV, and the high adoption rate can reflect the competitiveness of the enterprises in the new energy automobile industry.	Y Li(2018) [28], R Tan(2018) [29], Z Peng(2017)[24]
	Fund of R & D (TS2)	It refers to the funds invested in the technology research and development.	Y Lou(2017)[34], X Yuan(2015) [2]
	Level of R & D team (TS3)	Refers to the talent structure with different educational background and knowledge structure in the R&D team.	W Li(2016)[33], Y Li(2018)[28]
<i>Market capacity (MC)</i>	Price mechanism (MC1)	Price mechanism refers to the price setting of new energy vehicles in the market.	Z Peng(2017)[24], LI Xiao-Ying(2016)[30]
	Brand awareness (MC2)	Brand awareness refers to the ability of potential buyers to recognize or recall a new energy automobile company.	J Zhang(2011)[32], R Tan(2018)[29]
	Turnover of capital (MC3)	Turnover of capital is the index to reflect the speed of capital transfer. The enterprise uses as little capital as possible to obtain as much sales revenue as possible, which shows that the capital turnover speed is fast and the capital utilization effect is good.	J Zhang(2011)[32], W Li(2016)[33], Y Li(2018) [28]

After-sales service (MC4)

It refers to all kinds of service activities provided after the sale of new energy vehicles. Through after-sales service, we can enhance the reputation of enterprises and expand the market share of products.

LI Xiao-Ying(2016)[30],  
W Li(2016)[33]

51 Appendix C.

52

**Tab.C1** Integrated Evaluation Table.

	<i>Enterprise(NEV)</i>	<i>ER1</i>	<i>ER2</i>	<i>ER3</i>	<i>ER4</i>	<i>TS1</i>	<i>TS2</i>	<i>TS3</i>	<i>MC1</i>	<i>MC2</i>	<i>MC3</i>	<i>MC4</i>
<b>1</b>	<b>JAC</b>	(5.2,6.2,7.2)	(4.4,5.8,6.4)	(4.2,5.0,6.4)	(5.2,6.4,7.6)	(4.4,5.6,6.8)	(5.2,6.0,7.2)	(4.2,5.4,6.6)	(5.2,6.4,7.4)	(5.2,6.4,7.6)	(5.0,6.0,7.0)	(4.6,5.8,6.6)
<b>2</b>	<b>CCAG</b>	(3.4,4.4,5.8)	(4.4,5.6,6.6)	(4.4,5.0,6.0)	(4.0,5.2,6.4)	(3.6,4.8,6.2)	(4.2,5.4,6.6)	(4.2,5.2,6.2)	(5.0,6.0,7.2)	(3.8,5.0,6.4)	(3.4,4.8,5.8)	(4.2,5.6,7.0)
<b>3</b>	<b>BYD</b>	(6.0,7.0,8.0)	(5.8,7.2,8.6)	(6.0,7.6,8.4)	(5.6,7.2,8.0)	(5.0,6.8,7.6)	(5.0,6.4,7.8)	(5.4,7.0,7.8)	(5.0,6.0,7.4)	(5.6,7.2,8.8)	(4.6,6.0,7.4)	(4.6,6.0,7.4)
<b>4</b>	<b>CHERY</b>	(4.8,6.2,7.2)	(4.2,5.4,6.4)	(3.6,5.4,6.4)	(4.8,6.2,7.4)	(3.8,5.0,6.2)	(4.8,6.0,7.0)	(3.6,5.2,6.4)	(4.0,5.4,6.6)	(4.6,6.0,6.8)	(4.6,6.2,7.4)	(4.4,6.2,6.8)
<b>5</b>	<b>ZOTYE</b>	(2.6,4.2,5.4)	(3.2,4.0,5.2)	(3.0,3.6,5.0)	(3.4,4.0,5.4)	(2.0,4.0,5.4)	(2.8,4.2,5.6)	(3.0,4.0,5.0)	(3.2,4.2,5.4)	(3.2,4.4,5.6)	(3.4,4.4,5.2)	(3.4,4.8,6.2)
<b>6</b>	<b>JMC</b>	(4.0,4.8,6.2)	(4.4,5.8,7.4)	(4.0,5.8,7.2)	(3.8,5.4,6.6)	(4.8,6.2,7.8)	(5.0,6.2,7.2)	(4.0,5.4,6.6)	(5.0,6.2,7.2)	(4.4,6.0,7.4)	(5.0,6.2,7.4)	(4.2,6.0,6.8)
<b>7</b>	<b>HUATAI</b>	(2.6,4.0,4.8)	(2.6,4.4,5.4)	(3.0,4.2,5.8)	(3.0,4.4,5.8)	(3.2,4.8,5.8)	(4.0,5.0,6.2)	(4.2,5.6,6.4)	(3.8,5.6,6.6)	(3.4,4.8,6.4)	(3.2,4.6,5.8)	(3.6,4.4,5.8)
<b>8</b>	<b>Haima</b>	(3.8,4.6,5.8)	(4.2,5.8,6.8)	(5.2,5.8,6.8)	(4.2,5.6,6.6)	(4.8,5.8,7.0)	(4.2,5.6,6.6)	(3.8,4.8,6.0)	(4.2,5.2,6.2)	(3.4,4.8,6.0)	(4.4,5.8,7.0)	(4.6,6.0,7.6)
<b>9</b>	<b>GAC</b>	(2.4,3.4,5.2)	(3.0,5.0,6.0)	(3.4,4.8,6.2)	(3.8,5.4,6.0)	(4.2,5.4,6.4)	(3.6,5.4,6.4)	(3.6,5.0,6.4)	(3.6,4.8,6.2)	(3.6,5.2,6.6)	(3.4,4.8,6.0)	(3.4,5.0,6.4)
<b>10</b>	<b>GEELY</b>	(3.6,5.0,5.8)	(4.0,5.2,6.4)	(4.4,5.8,6.4)	(3.8,4.8,5.8)	(3.6,5.4,6.4)	(4.0,5.2,6.8)	(3.6,5.4,6.6)	(3.8,5.0,6.4)	(3.4,4.6,6.4)	(3.8,5.4,6.2)	(4.0,5.6,6.8)
<b>11</b>	<b>SGMW</b>	(3.0,4.4,5.6)	(3.6,5.0,6.6)	(4.0,5.2,6.6)	(3.6,5.0,6.6)	(4.2,5.2,6.6)	(3.0,4.6,5.6)	(3.2,5.0,6.6)	(4.4,5.6,6.6)	(3.6,4.6,6.6)	(3.6,5.2,6.6)	(4.2,5.6,6.6)

			2)	2)	2)	6)	6)	4)	8)	4)	4)	6)
12	<b>BAIC BJEV</b>	(5.6,6.6,7.4)	(4.4,6.0,7.4)	(4.6,5.8,7.4)	(5.8,6.8,7.8)	(4.8,6.0,7.4)	(5.4,6.4,7.0)	(4.8,5.6,6.8)	(4.6,5.4,6.6)	(5.2,6.6,7.6)	(4.8,6.0,7.2)	(4.6,5.8,7.0)
13	<b>KNOW BEANS</b>	(4.4,6.0,7.0)	(4.0,5.6,6.2)	(4.8,6.4,7.0)	(3.8,5.0,5.8)	(3.6,5.0,6.2)	(3.6,5.6,6.8)	(4.2,5.4,6.6)	(3.4,5.0,6.0)	(3.8,5.4,7.0)	(4.4,5.8,6.8)	(4.6,5.6,7.0)
14	<b>LEOPA ARD</b>	(1.8,3.4,4.8)	(3.0,4.4,5.6)	(2.8,4.2,6.0)	(3.4,4.4,5.6)	(3.2,4.4,5.4)	(3.2,4.2,6.0)	(3.2,4.4,5.6)	(3.8,5.2,6.0)	(3.4,4.0,5.6)	(3.8,4.8,6.2)	(3.6,4.6,5.4)
15	<b>SAIC</b>	(4.8,6.0,6.6)	(3.8,5.8,6.6)	(3.8,5.0,6.2)	(4.2,6.0,7.0)	(4.0,5.4,6.0)	(4.6,6.0,7.0)	(4.4,5.4,6.2)	(4.4,6.0,6.6)	(4.0,5.8,6.8)	(4.4,5.8,6.8)	(4.2,6.0,6.6)

53

54

**Tab.C2** Normalized Decision Matrix

55

(0.87, 0.89, 0.90)	(0.76, 0.81, 0.74)	(0.70, 0.66, 0.76)	(0.90, 0.89, 0.95)	(0.88, 0.82, 0.87)	(0.96, 0.94, 0.92)	(0.78, 0.77, 0.85)	(1.00, 1.00, 1.00)	(0.93, 0.89, 0.86)	(1.00, 0.97, 0.95)	(1.00, 0.94, 0.87)
(0.57, 0.63, 0.73)	(0.76, 0.78, 0.77)	(0.73, 0.66, 0.71)	(0.69, 0.72, 0.80)	(0.72, 0.71, 0.79)	(0.78, 0.84, 0.85)	(0.78, 0.74, 0.79)	(0.96, 0.94, 0.97)	(0.68, 0.69, 0.73)	(0.68, 0.77, 0.78)	(0.91, 0.90, 0.92)
(1.00, 1.00, 1.00)	(1.00, 1.00, 1.00)	(1.00, 1.00, 1.00)	(0.97, 1.00, 1.00)	(1.00, 1.00, 0.97)	(0.93, 1.00, 1.00)	(1.00, 1.00, 1.00)	(0.96, 0.94, 1.00)	(1.00, 1.00, 1.00)	(0.92, 0.97, 1.00)	(1.00, 0.97, 0.97)
(0.80, 0.89, 0.90)	(0.72, 0.75, 0.74)	(0.60, 0.71, 0.76)	(0.83, 0.86, 0.93)	(0.76, 0.74, 0.79)	(0.89, 0.94, 0.90)	(0.67, 0.74, 0.82)	(0.77, 0.84, 0.89)	(0.82, 0.83, 0.77)	(0.92, 1.00, 1.00)	(0.96, 1.00, 0.89)
(0.43, 0.60, 0.68)	(0.55, 0.56, 0.60)	(0.50, 0.47, 0.60)	(0.59, 0.56, 0.68)	(0.40, 0.59, 0.69)	(0.52, 0.66, 0.72)	(0.56, 0.57, 0.64)	(0.62, 0.66, 0.73)	(0.57, 0.61, 0.64)	(0.68, 0.71, 0.70)	(0.74, 0.77, 0.82)
(0.67, 0.69, 0.78)	(0.76, 0.81, 0.86)	(0.67, 0.76, 0.86)	(0.66, 0.75, 0.83)	(0.96, 0.91, 1.00)	(0.93, 0.97, 0.92)	(0.74, 0.77, 0.85)	(0.96, 0.97, 0.97)	(0.79, 0.83, 0.84)	(1.00, 1.00, 1.00)	(0.91, 0.97, 0.89)
(0.43, 0.57, 0.60)	(0.45, 0.61, 0.63)	(0.50, 0.55, 0.69)	(0.52, 0.61, 0.73)	(0.64, 0.71, 0.74)	(0.74, 0.78, 0.79)	(0.78, 0.80, 0.82)	(0.73, 0.88, 0.89)	(0.61, 0.67, 0.73)	(0.64, 0.74, 0.78)	(0.78, 0.71, 0.76)
(0.63, 0.66, 0.73)	(0.72, 0.81, 0.79)	(0.87, 0.76, 0.81)	(0.72, 0.78, 0.83)	(0.96, 0.85, 0.90)	(0.78, 0.88, 0.85)	(0.70, 0.69, 0.77)	(0.81, 0.81, 0.84)	(0.61, 0.67, 0.68)	(0.88, 0.94, 0.95)	(1.00, 0.97, 1.00)
(0.40, 0.49, 0.65)	(0.52, 0.69, 0.70)	(0.57, 0.63, 0.74)	(0.66, 0.75, 0.75)	(0.84, 0.79, 0.82)	(0.67, 0.84, 0.82)	(0.67, 0.71, 0.82)	(0.69, 0.75, 0.84)	(0.64, 0.72, 0.75)	(0.68, 0.77, 0.81)	(0.74, 0.81, 0.84)
(0.60, 0.71, 0.73)	(0.69, 0.72, 0.74)	(0.73, 0.76, 0.83)	(0.66, 0.67, 0.73)	(0.72, 0.79, 0.82)	(0.74, 0.81, 0.87)	(0.67, 0.77, 0.85)	(0.73, 0.78, 0.86)	(0.61, 0.64, 0.73)	(0.76, 0.87, 0.84)	(0.87, 0.90, 0.89)
(0.50, 0.63, 0.70)	(0.62, 0.69, 0.72)	(0.67, 0.68, 0.74)	(0.62, 0.69, 0.78)	(0.84, 0.76, 0.85)	(0.56, 0.72, 0.72)	(0.59, 0.71, 0.82)	(0.85, 0.88, 0.92)	(0.64, 0.64, 0.73)	(0.72, 0.84, 0.86)	(0.91, 0.90, 0.87)
(0.93, 0.94, 0.93)	(0.76, 0.83, 0.86)	(0.77, 0.76, 0.88)	(1.00, 0.94, 0.98)	(0.96, 0.88, 0.95)	(1.00, 1.00, 0.90)	(0.89, 0.80, 0.87)	(0.88, 0.84, 0.89)	(0.93, 0.92, 0.86)	(0.96, 0.97, 0.97)	(1.00, 0.94, 0.92)
(0.73, 0.86, 0.88)	(0.69, 0.78, 0.72)	(0.80, 0.84, 0.83)	(0.66, 0.69, 0.73)	(0.72, 0.74, 0.79)	(0.67, 0.88, 0.87)	(0.78, 0.77, 0.85)	(0.65, 0.78, 0.81)	(0.68, 0.75, 0.80)	(0.88, 0.94, 0.92)	(1.00, 0.90, 0.92)
(0.30, 0.49, 0.60)	(0.52, 0.61, 0.65)	(0.47, 0.55, 0.71)	(0.59, 0.61, 0.70)	(0.64, 0.65, 0.69)	(0.59, 0.66, 0.77)	(0.59, 0.63, 0.72)	(0.73, 0.81, 0.81)	(0.61, 0.56, 0.64)	(0.76, 0.77, 0.84)	(0.78, 0.74, 0.71)
(0.80, 0.86, 0.83)	(0.66, 0.81, 0.77)	(0.63, 0.66, 0.74)	(0.72, 0.83, 0.88)	(0.80, 0.79, 0.77)	(0.85, 0.94, 0.90)	(0.81, 0.77, 0.79)	(0.85, 0.94, 0.89)	(0.71, 0.81, 0.77)	(0.88, 0.94, 0.92)	(0.91, 0.97, 0.87)

56



57

58

**Tab.C3** The fuzzy weighted normalized decision matrix

(0.02, 0.06, 0.23)	(0.03, 0.10, 0.28)	(0.02, 0.06, 0.32)	(0.03, 0.09, 0.30)	(0.04, 0.06, 0.31)	(0.07, 0.13, 0.33)	(0.05, 0.09, 0.31)	(0.02, 0.05, 0.36)	(0.04, 0.09, 0.31)	(0.03, 0.06, 0.22)	(0.01, 0.08, 0.10)
(0.01, 0.04, 0.19)	(0.03, 0.09, 0.29)	(0.02, 0.06, 0.30)	(0.02, 0.07, 0.26)	(0.03, 0.05, 0.28)	(0.05, 0.12, 0.31)	(0.05, 0.09, 0.28)	(0.02, 0.04, 0.35)	(0.03, 0.07, 0.26)	(0.02, 0.05, 0.18)	(0.01, 0.07, 0.11)
(0.02, 0.07, 0.26)	(0.04, 0.12, 0.38)	(0.03, 0.09, 0.42)	(0.03, 0.10, 0.32)	(0.04, 0.07, 0.35)	(0.07, 0.14, 0.36)	(0.06, 0.12, 0.36)	(0.02, 0.04, 0.36)	(0.04, 0.10, 0.36)	(0.03, 0.06, 0.23)	(0.01, 0.08, 0.12)
(0.02, 0.06, 0.23)	(0.03, 0.09, 0.28)	(0.02, 0.06, 0.32)	(0.02, 0.09, 0.30)	(0.03, 0.05, 0.28)	(0.06, 0.13, 0.32)	(0.04, 0.09, 0.30)	(0.02, 0.04, 0.32)	(0.03, 0.08, 0.28)	(0.03, 0.06, 0.23)	(0.01, 0.08, 0.11)
(0.01, 0.04, 0.18)	(0.02, 0.07, 0.23)	(0.02, 0.04, 0.25)	(0.02, 0.06, 0.22)	(0.02, 0.04, 0.25)	(0.04, 0.09, 0.26)	(0.03, 0.07, 0.23)	(0.01, 0.03, 0.26)	(0.02, 0.06, 0.23)	(0.02, 0.04, 0.16)	(0.01, 0.06, 0.10)
(0.01, 0.05, 0.20)	(0.03, 0.10, 0.33)	(0.02, 0.07, 0.36)	(0.02, 0.08, 0.27)	(0.03, 0.06, 0.36)	(0.07, 0.14, 0.33)	(0.04, 0.09, 0.31)	(0.02, 0.05, 0.35)	(0.03, 0.08, 0.30)	(0.03, 0.06, 0.23)	(0.01, 0.08, 0.11)
(0.01, 0.04, 0.16)	(0.02, 0.07, 0.24)	(0.02, 0.05, 0.29)	(0.02, 0.06, 0.23)	(0.03, 0.05, 0.27)	(0.05, 0.11, 0.28)	(0.05, 0.10, 0.30)	(0.01, 0.04, 0.32)	(0.02, 0.07, 0.26)	(0.02, 0.04, 0.18)	(0.01, 0.06, 0.09)
(0.01, 0.05, 0.19)	(0.03, 0.10, 0.30)	(0.02, 0.07, 0.34)	(0.02, 0.08, 0.27)	(0.04, 0.06, 0.32)	(0.05, 0.12, 0.31)	(0.04, 0.08, 0.28)	(0.02, 0.04, 0.30)	(0.02, 0.07, 0.24)	(0.03, 0.06, 0.22)	(0.01, 0.08, 0.12)
(0.01, 0.03, 0.17)	(0.02, 0.08, 0.27)	(0.02, 0.06, 0.31)	(0.02, 0.08, 0.24)	(0.03, 0.06, 0.30)	(0.05, 0.12, 0.30)	(0.04, 0.09, 0.30)	(0.01, 0.04, 0.30)	(0.03, 0.07, 0.27)	(0.02, 0.05, 0.19)	(0.01, 0.06, 0.10)
(0.01, 0.05, 0.19)	(0.03, 0.09, 0.28)	(0.02, 0.07, 0.35)	(0.02, 0.07, 0.23)	(0.03, 0.06, 0.30)	(0.05, 0.11, 0.31)	(0.04, 0.09, 0.31)	(0.01, 0.04, 0.31)	(0.02, 0.06, 0.26)	(0.02, 0.05, 0.19)	(0.01, 0.07, 0.11)
(0.01, 0.04, 0.18)	(0.02, 0.08, 0.27)	(0.02, 0.06, 0.31)	(0.02, 0.07, 0.25)	(0.03, 0.05, 0.31)	(0.04, 0.10, 0.26)	(0.04, 0.09, 0.30)	(0.02, 0.04, 0.33)	(0.03, 0.06, 0.26)	(0.02, 0.05, 0.20)	(0.01, 0.07, 0.10)
(0.02, 0.07, 0.24)	(0.03, 0.10, 0.33)	(0.02, 0.07, 0.37)	(0.03, 0.09, 0.31)	(0.04, 0.06, 0.34)	(0.07, 0.14, 0.32)	(0.05, 0.10, 0.31)	(0.02, 0.04, 0.32)	(0.04, 0.09, 0.31)	(0.03, 0.06, 0.22)	(0.01, 0.08, 0.11)
(0.01, 0.06, 0.23)	(0.03, 0.09, 0.27)	(0.02, 0.08, 0.35)	(0.02, 0.07, 0.23)	(0.03, 0.05, 0.28)	(0.05, 0.12, 0.31)	(0.05, 0.09, 0.31)	(0.01, 0.04, 0.29)	(0.03, 0.08, 0.29)	(0.03, 0.06, 0.21)	(0.01, 0.07, 0.11)
(0.01, 0.03, 0.16)	(0.02, 0.07, 0.25)	(0.01, 0.05, 0.30)	(0.02, 0.06, 0.22)	(0.03, 0.05, 0.25)	(0.04, 0.09, 0.28)	(0.04, 0.08, 0.26)	(0.01, 0.04, 0.29)	(0.02, 0.08, 0.23)	(0.02, 0.05, 0.19)	(0.01, 0.06, 0.09)
(0.02, 0.06, 0.22)	(0.03, 0.10, 0.29)	(0.02, 0.06, 0.31)	(0.02, 0.08, 0.28)	(0.03, 0.06, 0.28)	(0.06, 0.13, 0.32)	(0.05, 0.09, 0.28)	(0.02, 0.05, 0.32)	(0.03, 0.08, 0.28)	(0.03, 0.06, 0.21)	(0.01, 0.08, 0.40)

59

60

28. Li, Y., et al., *Substitution Effect of New-Energy Vehicle Credit Program and Corporate Average Fuel Consumption Regulation for Green-car Subsidy*. Energy, 2018.

61

29. Tan, R., D. Tang, and B. Lin, *Policy impact of new energy vehicles promotion on air quality in Chinese cities*. Energy Policy, 2018. **118**: p. 33-40.

62

30. Xiao-Ying, L.I., et al., *Present Situation of New Energy Automobile Industry Development and the Enlightenments for China*. Journal of Shaoyang University, 2016.

63

31. Peng, Z., *Price-dependent Decision of New Energy Vehicles Considering Subsidies and Backorders* ☆. Energy Procedia, 2017. **105**: p. 2065-2070.

64

32. Zhang, J., *R&D for Environmental Innovation and Supportive Policy: The Implications for New Energy Automobile Industry in China*. Energy Procedia, 2011. **5**: p. 1003-1007.

65

33. Li, W., R. Long, and H. Chen, *Consumers' evaluation of national new energy vehicle policy in China: An analysis based on a four paradigm model*. Energy Policy, 2016. **99**: p. 33-41.

66

34. Lou, Y., W. Wang, and X. Yang, *Customers' Attitude on New Energy Vehicles' Policies and Policy Impact on Customers' Purchase Intention*. Energy Procedia, 2017. **105**: p. 2187-2193.

67

68