浙江省轨道交通和能源业联合会
ZHEJIANG RAIL TRANSIT AND ENERGYINDUSTRYASSOCIATION

# 浙江民营资本参与铁路建设主要做法与经验分享

## Main Practices and Experience Sharing of Private Capital Participation in Railway Construction in Zhejiang

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- 主要做法与关键突破
  Key Practices and Breakthroughs
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# 基本情况

## Overview

01

### 杭台、杭温两条**民营控股**高铁建成投运

The two high-speed railways with private enterprises as the controlling shareholders, namely the Hangzhou-Taizhou and the Hangzhou-Wenzhou , have been completed and put into operation

02

### 杭衢、甬舟、温玉三条**央企控股**高铁开工建设

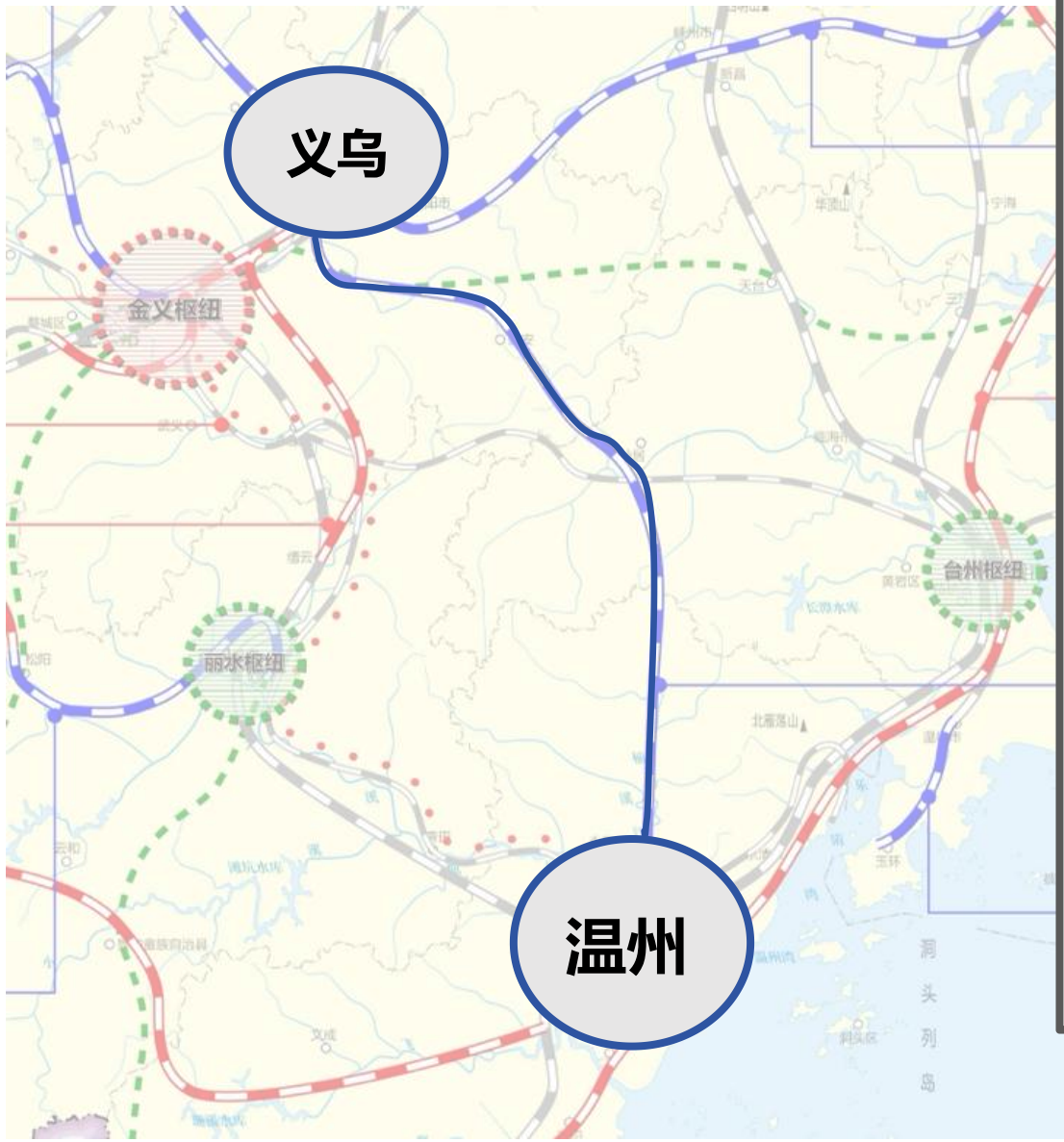
The construction of three high-speed railways with central enterprises as the controlling shareholders, namely the Hangzhou-Quzhou , the Ningbo-Zhoushan and the Wenling-Yuhuan , has started.


浙江省铁路网中长期布局规划示意图（2022-2050年）
宣湖铁路
通苏嘉甬(沪嘉甬)铁路
沪苏湖铁路
宁杭二通道
沪杭城际
沪乍杭铁路
湖杭铁路
沪甬跨海通道
杭临绩铁路
铁路萧山机场站枢纽及接线工程
甬舟铁路
金建铁路
宁波枢纽庄桥至宁波段增建三四线工程
杭温铁路（杭州-义乌）
金甬铁路
杭衢铁路（建德-衢州）
金华枢纽扩容改造工程
甬台温福高铁
金温铁路电气化
杭丽铁路（义乌-缙云）
杭温铁路（义乌-温州）
衢丽铁路（衢州-松阳）
杭绍台铁路（温岭-玉环）
衢丽铁路（松阳-丽水）
温武吉铁路
湖州枢纽
嘉兴枢纽
杭州枢纽
绍兴枢纽
宁波枢纽
金义枢纽
衢州枢纽
丽水枢纽
台州枢纽
温州枢纽
图 例
已运营普速铁路
已运营高速铁路
在 建 铁 路
近期规划铁路(2022-2025年)
远期规划铁路(2026-2035年)
全国性铁路枢纽
区域性铁路枢纽




杭绍台铁路，总投资448亿元，
引入民营企业占比51%，
2017 年 12 月 开工建设，
2022 年 1 月建成开通；

Hangtai Railway: Total investment of 44.8 billion yuan, with private enterprises holding a 51% stake. Construction began in December 2017, and the line opened in January 2022.




**杭温高铁，总投资383亿元，**

**引入民营企业占比51%，**

**2019年12月开工建设，**

**2024 年 9 月建成通车**

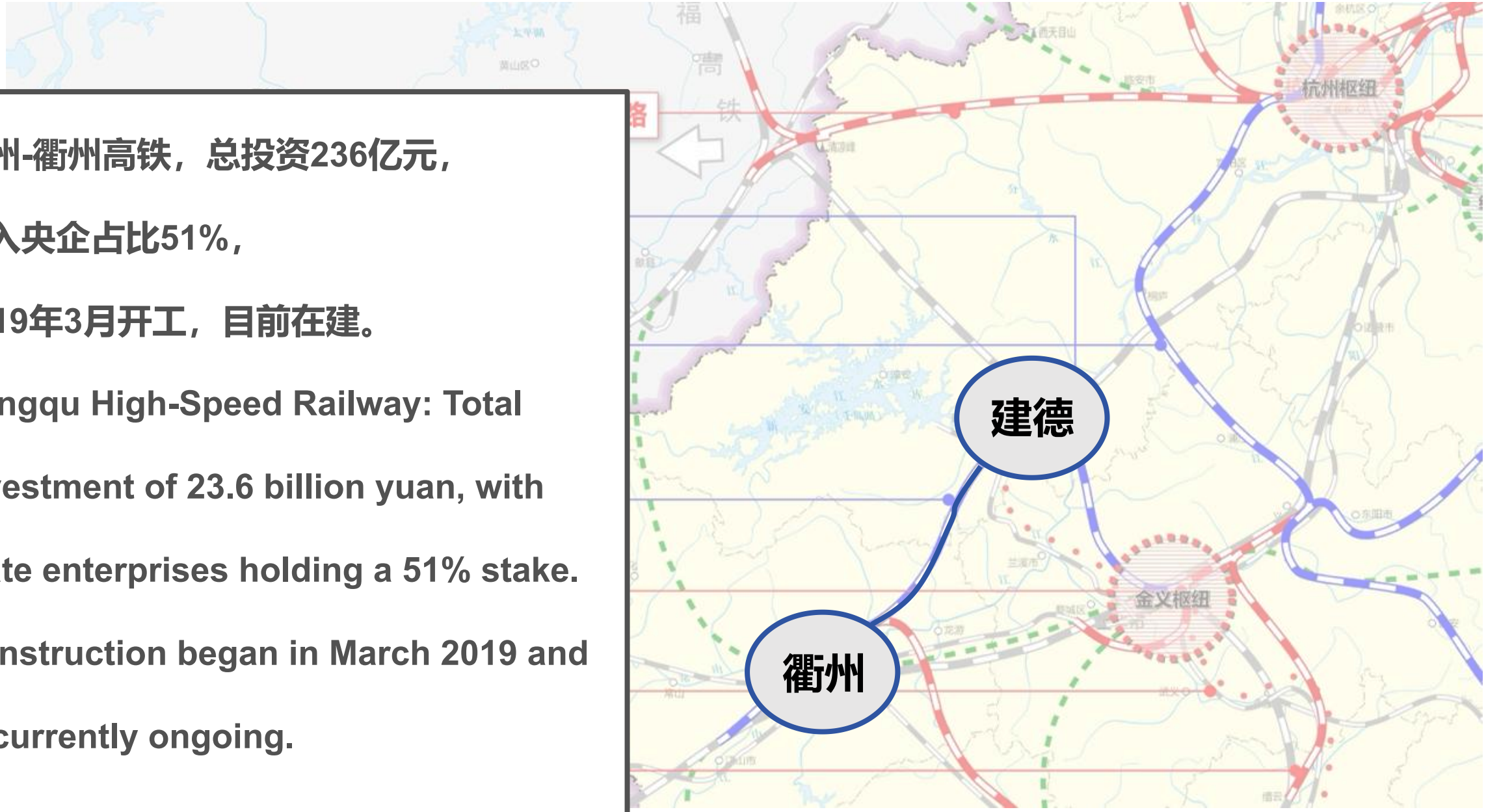
**Hangwen High-Speed Railway: Total investment of 38.3 billion yuan, with private enterprises holding a 51% stake. Construction began in December 2019, and the line opened in September 2024.**

杭州-衢州高铁，总投资236亿元，

引入央企占比51%，

2019年3月开工，目前在建。

Hangqu High-Speed Railway: Total investment of 23.6 billion yuan, with state enterprises holding a 51% stake. Construction began in March 2019 and is currently ongoing.






宁波-舟山铁路，

总投资270亿元，

引入央企占比51%，

2022年11月开工，目前在建。

Yongzhou Railway: Total investment of 27 billion yuan, with state enterprises holding a 51% stake. Construction began in November 2022 and is currently ongoing.




温岭-玉环高铁，总投资76亿元，

引入央企占比51%，

2018年12月开工，目前在建。

Wenyu High-Speed Railway: Total investment of 7.6 billion yuan, with state enterprises holding a 51% stake. Construction began in December 2018 and is currently ongoing.

上述项目，

累计吸引社会资本216亿元

(其中民营资本 113 亿元），

撬动总投资超1400亿元。

有效发挥了政府资金的引导作用，

促进交通不便地区的投资增长和经济发展。

These projects have

collectively attracted 21.6 billion yuan in social capital

(including 11.3 billion yuan from private capital),

leveraging total investments exceeding 140 billion yuan.

This has effectively amplified the guiding role of

government funds, stimulating investment growth and

economic development in underserved regions.

# 主要做法与关键突破

## Key Practices and Breakthroughs

- 创新股权结构与收益分配机制

  Innovative Equity Structure and Profit-Sharing Mechanism

- 创新建设与运营管理机制

  Innovative Construction and Operational Management Mechanisms

- 创新全程跟踪服务机制

  Innovative Full-Cycle Tracking and Service Mechanism

# 创新股权结构与收益分配机制

Innovative Equity Structure and Profit-Sharing Mechanism

## 风险共担
## Risk Sharing

政府与企业约定运营期年度客运量，共同承担市场风险。

Governments and enterprises agreed on annual passenger volume during the operational period, sharing market risks.

01

## 财政支持
## Fiscal Support

针对客流培育期现金流不足问题，政府提供一定的可行性缺口补助。

Governments provided viability gap funding, with specific amounts.

02

# 创新建设与运营管理机制

Innovative Construction and Operational Management Mechanisms

“市场主导、自主决策”原则 "Market-driven, autonomous decision-making" approach

01 **把民营企业多大程度参与建设运营，交给市场**

The degree of private enterprise involvement was determined through market negotiations, with investors autonomously deciding whether to delegate construction and operations to railway authorities based on their capabilities.

02 **杭绍台铁路创新了“建设单位+EPC+咨询”的管理模式，**
**杭温铁路实行工程总承包，引入鲁班奖质量标准体系**

Hangtai Railway Company innovated a "construction unit + EPC + consulting" model. Hangwen Railway Company led the EPC process, collaborating with Shanghai Railway Bureau to introduce the Luban Award quality standards.

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# 创新全程跟踪服务机制

## Innovative Full-Cycle Tracking and Service Mechanism

### 省发改委专班
### Provincial NDRC-Led Task Force

协调解决好土地、资金、能源、环保等要素保障问题。

Coordinated land, funding, energy, and environmental safeguards.

### 项目实施机构
### Dedicated Implementation Agencies

实施机构都全程跟踪服务，并做好绩效评估

These agencies provided end-to-end services during the cooperation period, conducted performance evaluations

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# 经验体会

Key Takeaways

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# 国家部委全力支持

Strong Support from National Ministries

国家发展改革委

国家铁路集团

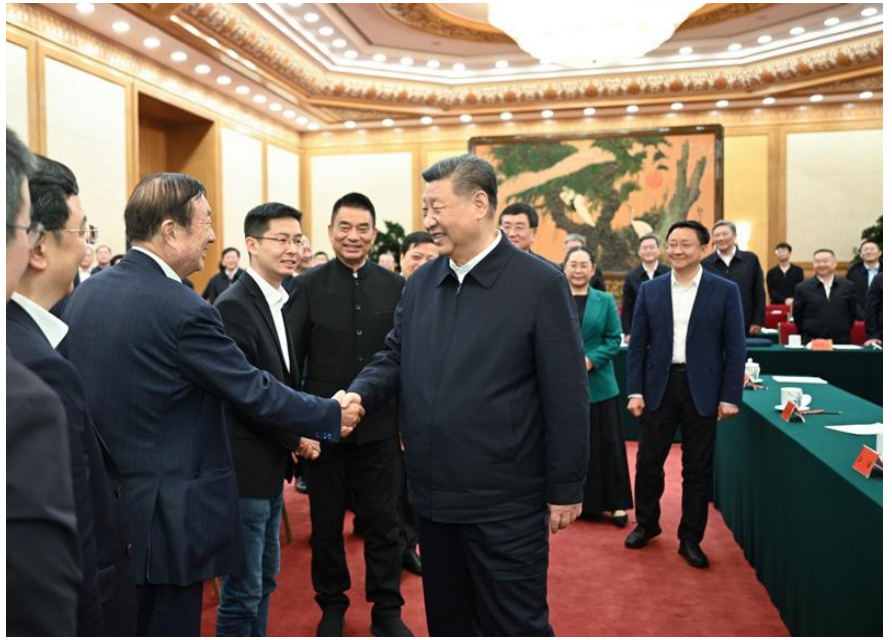
国家铁路局

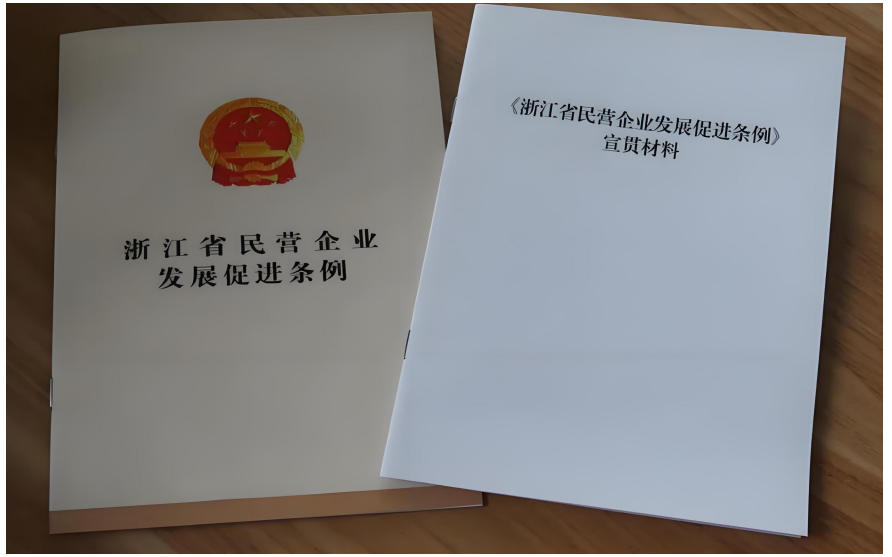
自然资源部

国家金融监管总局

国家能源局

国家电网





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# 领导靠前指挥

## Leadership's Hands-On Approach




原浙江省委书记袁家军出席杭温铁路工程开工仪式

Former Zhejiang Provincial Party Secretary Yuan Jiajun attended the groundbreaking ceremony of the Hangzhou-Wenzhou Railway project.




原国家发改委副主任胡祖才调研杭绍台铁路工程

Hu Zucai, former Vice Chairman of the National Development and Reform Commission, investigated the Hangzhou-Shaoxing-Taizhou Railway project.

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# 民营企业担当作为

Provincial Leadership's Hands-On Approach

FOSUN 复星

为 更 美 生 活

百盛联合 BLOOMS

**提升服务品质、加强投资成本控制、资源高效整合利用**

Fosun Group and Baisheng United Group demonstrated strong commitment and expertise in large-scale infrastructure, excelling in service quality, cost control, and resource integration.

# Conclusion

The private economy is Zhejiang’ s "golden card." Moving forward, we will deepen reforms in railway investment and financing, support private enterprises in cross-regional railway networks, and promote technological and operational innovations, contributing a "Zhejiang Model" to global railway digitalization and sustainable development.

Thank you!