



International Rail Transport Committee
Comité international des transports ferroviaires
Internationales Eisenbahntransportkomitee

CIT Strategy 2026 – 2030

10 key priorities for the future

Legal expertise for the benefit of the railways

Strengthening legal certainty. Enabling innovation. Supporting our members.

Management Summary

CIT helps railway undertakings implement international and supranational transport law, standardising contractual relationships and creating legal certainty to save members money and support their business. As we move into a new strategic period, we do so with conviction: the future of rail will be shaped by those who anticipate change, not merely react to it.

This brochure presents the ten priorities that will guide the work of the General Secretariat and CIT members between 2026 and 2030. They build on more than a century of practical legal expertise, and they look squarely forward to modernising the COTIF Uniform Rules, AI-supported services, deeper Eurasian connectivity, and a stronger voice for rail in a rapidly changing legal landscape.

I invite you to read this document as both a rail map and a guidance. CIT is, and always has been, a community. The success of this strategy will be measured in the value we create together – for railway undertakings, for passengers, and for freight customers across European and Eurasian corridors. I thank the Secretary General and Team for preparing it.

Maria Sack, CIT Chairwoman

**“For 125 years, CIT has served
as the legal driving force of
international rail transport law.
Our 2026 – 2030 strategy charts
the next leg of that journey.”**

Legal expertise for the benefit of the railways

Our mission

Founded at the railway conference in Milan in 1902, the International Rail Transport Committee – known as CIT – is an association of railway undertakings under Swiss law, based in Bern. Although its name suggests a public body, CIT has always been a private-law association of railway undertakings rather than an intergovernmental organisation. CIT’s statutory objectives are twofold: to transpose and apply the International and European law of carriage by rail – in particular the Convention concerning International Carriage by Rail (COTIF) – in a standardised way; and, within that framework, to develop close working relationships between members, represent their interests, and provide advice, training and events. Today, over 110 railway and shipping undertakings rely on CIT to standardise contractual relationships,

create legal certainty, save costs and support their international business across passenger and freight transport.

KEY FACTS

Founded 1902, Milan	Main bodies General Assembly, Executive Committee, 3 Expert Committees and Working Groups
Headquarters Bern, Switzerland	Working languages EN – DE – FR
Legal form Private association under Swiss law	Implementing COTIF Uniform Rules CIV, CIM, CUV, CUI and EU secondary law
Members Over 100 railway and shipping undertakings	

Our legal journey

From the Bern Convention to the COTIF era

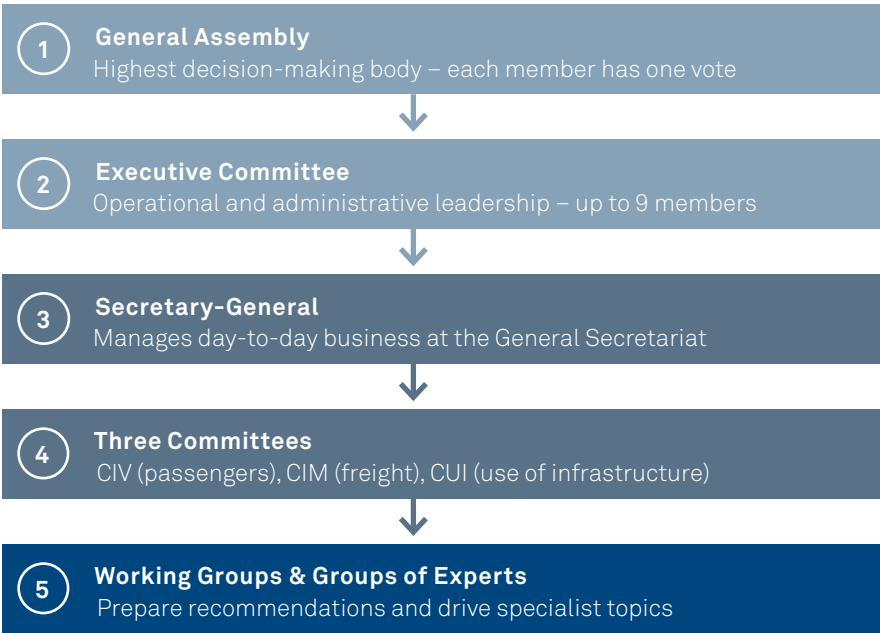


How CIT is governed

CIT highest decision-making body is the General Assembly, which determines overall association policy. The Executive Committee leads at operational and administrative levels, while the Secretary General manages day-to-day business. The three Committees sign off on products developed by the working groups; for specific issues, groups of experts are convened as required.

CIT Governance

From Assembly to working groups



Key Leadership

Elected and appointed roles

Chairwoman

Maria Sack, Deutsche Bahn

Vice-Chair

Maria Urbanska, PKP

Secretary-General

Erik Evtimov, Dr. iur.,
CIT General Secretariat

CIV Committee Chair

Isabelle Saintilan,
Eurostar International

CIM Committee Chair

Julie Meunier, SNCF/HEXAFRET

CUI Committee Chair

Alberto Gallo, TRENITALIA

CIV Working Group Chair

Oliver Hirschfeld,
Deutsche Bahn AG

CIM WG Chair

Carola Folch von Sydow,
DB Cargo AG

Data Protection Experts Chair

Martin Leiter, ÖBB Holding AG

Modernising the legal foundation



CIT proposals for the revision of COTIF 1999

CIT will proactively influence the revision of the Convention concerning International Carriage by Rail (COTIF) to reflect modern, market-oriented transport realities, advancing digitalisation and promoting the competitiveness of the rail sector. As a leading player in OTIF's 2025 – 2027 work programme, CIT will drive forward the modernisation of the CIV, CIM, CUV and CUI Uniform Rules for international rail transport.



Redesign of CIT Products

All CIT products – for passenger, freight, wagon, infrastructure use and data protection – will be redesigned to be relevant, customer-friendly and tailor-made to the practical needs of each user profile. While a corporate lawyer in passenger traffic needs detailed legal contract cases, a freight manager needs a quick-reference operational checklist. Products will be delivered digitally through the CIT website with clear target-group segmentation.



From digitalisation to the incorporation of artificial intelligence

CIT will use AI to develop forward-looking, relevant and highly efficient support for its members. Moving beyond basic digital tools, the General Secretariat will implement advanced AI systems designed to deliver tangible added value. The first step has already been taken with the COTIF CIV and CIM commentaries and the question-and-answer features built into the corresponding CIT products.

Serving passengers, freight and corridors



European and international legal implementation in passenger traffic

The CIT Agreement on Journey Continuation (AJC) is at the forefront of CIT product development in passenger transport – indispensable for the strategic positioning of members vis-à-vis international and supranational regulators. CIT delivers high-quality legal content and consultancy, confirming its role as a reliable partner of CER and UIC for industry-wide legal initiatives that improve international passenger transport.



Shaping of expertise in freight transport

CIT will closely monitor the digitalisation and further development of rail supply chains. Specialised expert groups will address the legal and contractual challenges of transporting sensitive goods such as waste, dangerous goods and military mobility. Standardised contractual clauses and guidelines will create legal certainty, clarify liability and simplify processes for CIT members.



Bridging East-West traffic

CIT is a vital platform for legal harmonisation and seamless transition between different railway legal systems – also in the framework of global rail freight conventions and transport documents. CIT is uniquely positioned to bridge the gap between these legal systems and promote greater interoperability in the Eurasian corridors.

Knowledge, legal advice and ...



Members' Training Platform

CIT is transforming its training offer into a modular programme directly addressing the changing needs of members. A balanced mix of face-to-face and online events will respect time and budget constraints, while every CIT course meets a strict quality standard and is awarded the recognised CIT label – certifying up-to-date, practical training in international and European railway law.



Centre of excellence for member consultancy

CIT is a centre of excellence for legal services to its members – a flexible, consistent and collaborative platform serving common interests. A structured digital platform will range from a self-service legal database for general questions to direct access to legal experts of the General Secretariat for complex issues. A clear 'CIT acquis' ensures advice that is consistent, reliable and predictable in the long term.



Stronger partnerships and networks

CIT will deepen cooperation with members, partners and institutions to create solutions and amplify the voice of the rail sector globally.



Sustainable and agile organisation

CIT will continue to modernise its governance, processes and resources to remain agile, resilient and ready for the future.

Connecting the dots – the CIT position

WHERE WE COME FROM

- Administration for railway transport
- Part of the ministry of transport
- Acting as monopolies
- Obligation to carry

WHERE WE WANT TO GO

- Independent business units
- Structural and legal improvements
- Service-oriented
- Operating in an evolving liberalised market environment

WHAT IS OUR ENDEAVOUR

- Coopetition – intermodal and intra-modal
- ‘Glocal’ supply chains, strong local performance
- Strategic realignment of networks (multimodality)
- Create tangible value for rail customers
- Green transport by rail

LOOKING AHEAD

AN INDISPENSABLE PARTNER FOR CONNECTING THE DOTS

CIT will continue to support innovation through legal certainty – whether this means new forms of mobility, artificial intelligence in ticketing or digital transport documentation. It will remain a guardian of legal convergence between the COTIF Convention, EU law and the new frameworks being developed under the UNECE Unified Railway Law project.

10 priorities for 2026 – 2030

The ten priorities below summarise the entire CIT Strategy 2026 – 2030. Each is detailed on the following pages.

1

Proactive proposals for the COTIF 1999 revision

Drive the modernisation of the COTIF Uniform Rules (CIV, CIM, CUV, CUI) for market realities, digitalisation and competitiveness.

2

Redesign of CIT products

Make all CIT products relevant, user-friendly and tailor-made, delivered digitally with clear target-group segmentation.

3

From digitalisation to AI integration

Leverage advanced AI systems to deliver smarter, faster and more efficient legal support for members.

4

Implementation in international passenger traffic

Positioning CIT – with AJC and legal expertise – as the key partner of CER, UIC and regulators in cross-border passenger transport.

5

Shaping of expertise in freight transport

Standardised contracts and clauses for specific transport: waste, dangerous goods and military mobility.

6

Bridging East-West traffic

Connect legal systems and promote interoperability across Eurasian corridors and global rail freight conventions.

7

Members' training platform

A modular, certified training programme combining online and in-person formats – every course awarded the CIT label.

8

Centre of excellence for member consultancy

Trusted advisory platform for members, providing experts with reliable and timely advice to complex legal challenges.

9

Stronger partnerships and networks

CIT will deepen cooperation with members, partners and institutions to create solutions and amplify the voice of the rail sector globally.

10

Sustainable and agile organisation

CIT will continue to modernise its governance, processes and resources to remain agile, resilient and ready for the future.

For 125 years, CIT has provided legal certainty and practical solutions for rail.

Together, we shape a connected, innovative and sustainable future for rail.

**General Secretariat
Secrétariat général
Generalsekretariat**

Weltpoststrasse 20
CH-3015 Bern
T. +41 (0)31 350 01 90
F. +41 (0)31 350 01 99
[info\(at\)cit-rai.org](mailto:info(at)cit-rai.org)
www.cit-rail.org