Annual Report 2022
Information is power.
Our Vision

A world where lives, livelihoods, and democracy are not threatened by crime and corruption.

Former Malaysia Prime Minister Najib Razak leaves Kuala Lumpur High Court included in OCCRP’s Suisse Secrets project
Credit: ZUMA Press, Inc.
Our Mission

By developing and equipping a global network of investigative journalists and publishing their stories, OCCRP exposes crime and corruption so the public can hold power to account.

Our Theory of Change

OCCRP exposes and explains the relationship between money and power and serves as a catalyst that arms others with the information needed to drive positive change. As investigative journalists, we expose crime and corruption at the highest levels. Using these revelations, advocates can press for policy reform and package information for law enforcement, which has the authority to act on evidence and deliver justice. Policymakers can point to investigative findings to pass legislation and advance reforms. Citizens who read our work get the information they need to act and organize on their own behalf.

Advancing Sustainable Development Goals (SDGs)

The SDGs are 17 goals adopted by all countries in 2015 as part of the U.N.’s 2030 Agenda for Sustainable Development. OCCRP’s work directly contributes to the global community’s ability to reach key targets:

Goal 10: Reduced Inequalities

- 10.5 — improved regulation and monitoring of global financial markets and institutions and strengthening of the implementation of such regulations.

Goal 16: Peace, Justice, and Strong Institutions

- 16.4: to “significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime;”
- 16.5: to “substantially reduce corruption and bribery in all their forms.”

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Letter from the Co-Founders

As we watched in horror as Russia invaded Ukraine in February, Central Europe Editor Pavla Holcová issued a call to our network: “Don’t pray. Don’t cry. Work.”

And that’s what we did.

Drew Sullivan & Paul Radu  Co-Founders, OCCRP
The Network

Editors, Member Centers, & Regional Partners

With staff across six continents and hubs in Washington, D.C., Amsterdam, and Sarajevo, OCCRP is one of the largest investigative journalism organizations in the world.

We are a mission-driven global newsroom, partnering with media outlets to publish 130+ stories a year on organized crime and corruption that spur action.
OCCRP ANNUAL REPORT 2022

The Network

Bolstering Investigative Journalism Around The World

OCCRP welcomed six new media member centers covering Central Asia and Europe in 2022. We’re honored to partner with and help sustain these outlets, amplifying their reporting and providing a range of critical resources, from editorial support to digital and physical security.

There is no independent media in Belarus or Turkmenistan, which routinely dwells at the bottom of RSF’s World Press Freedom Index. We’re proud of our friends and colleagues from Bulgaria, Croatia, and Romania, who started new outlets in harsh media environments. And with the addition of Kazakhstan, we’re excited to further expand our growing presence in Central Asia — a region with little tradition of investigative reporting. All of the journalists at these outlets are doing incredibly difficult work, running toward the tough stories.

The addition of these new member centers further strengthens our network. Journalists contribute data and expertise and learn from each other as they work together across borders, helping us build a better understanding of how regional actors fit into the larger web of global crime and corruption.

Belarus Investigative Center
Bureau for Investigative Reporting Data (Bulgaria)
Context (Romania)
Oštro Croatia
Turkmen.news (Turkmenistan)
Vlast (Kazakhstan)

“OCCRP gave us inspiration to start Context. Knowing that they were truly invested in our success made all the difference. They helped our small team with everything from editorial training to fundraising and offered their time for mentorship and advice. We’ve published dozens of investigations and sued the government for not responding to freedom of information requests. We’re working to spread the OCCRP model in Romania, helping to build collaborative investigative journalism in the region, and even starting our own mentoring program for young reporters.”

Atilla Biro, Co-Founder, CONTEXT

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The Network
Publishing Partners

In addition to our independent media member centers, OCCRP collaborates with an array of publishing partners around the world, helping us reach millions of readers. In 2022, we partnered with more than 60 local, national, and international outlets such as these.

New partners this year include:
- National Geographic
- Al Qatiba in Tunisia
- Syrian Investigative Reporting for Accountability Journalism (Siraj)
- Al-Aalem in Iraq
- Taiwan People News
$9.6 Billion
of illicitly acquired funds returned
to the public sphere
Impact

2009-2022

$9.6B+ fines levied and monies seized

227 civic actions / demonstrations

694 government actions

611 arrests, warrants, sentences

117 corporate actions

130 high level resignations / sackings

394 official investigations

The year

in numbers

2022

180+ team members around the world

55 member centers

$15.4M annual budget

60+ publishing partners

130+ investigations & features

39M+ unique visitors to website

1700+ requests fielded by OCCRP ID

3.5B+ records in OCCRP Aleph
Investigation
Highlights
After Russia attacked Ukraine, governments rushed to seize high profile assets from Russian oligarchs. In less than four weeks, we published the Russian Asset Tracker with the Guardian and 24 other reporting partners — and revealed assets totaling more than $20 billion.

This investigation reveals for the first time that all of the major assets ever ascribed to Putin — held by many different companies — have a secret interconnection: they are united by an email domain called llcinvest.ru. Another piece of the puzzle: The companies are tied to Bank Rossiya, a sanctioned lender often referred to as “Putin’s bank.”

In March and April of 2022, as residents grappled with the indignities of war — being shot at in the streets and in their homes, having to scrounge for firewood and fresh water — they sent thousands of text messages to each other, along with photos, memes, and videos. We gained access to a chat log from one building and our design team used a “scrollytelling” format to present a real-time snapshot of life during war and how people in the building related to each other — a modern version of a wartime letter.

Not long after imposing sanctions on wood imports from Russia and Belarus, Europe saw an influx of wood supposedly coming from Kazakhstan and Kyrgyzstan. This investigation showed how traders are evading European Union sanctions on Russian and Belarusian wood by declaring that it really comes from Central Asia.
Enablers

“The more we investigated despots, mobsters, crooked politicians, and transnational organized crime networks, the more we saw the toxic role played by some of the world’s largest banking corporations in enabling the individuals destroying hopes for democracy, equity, and social justice in one country after another.”

Paul Radu Co-Founder, OCCRP

“Villains, dictators, authoritarian regimes, bad companies come and go. But the core figures in the system — the banks that facilitate the movement of funds, the accounting firms, the trust funds — this is how corruption works.”

Khadija Sharife Senior Investigator, Africa, OCCRP

Swiss Secrecy Laws

No Swiss partner could participate in the Suisse Secrets investigation due to Article 47 of the country’s 1934 Banking Act, which says that anyone who discloses information about bank customers to other people can be punished with up to three years in prison — even if they are exposing criminal behavior or other wrongdoing of urgent public interest.

The Swiss parliament launched a probe into its banking secrecy law after the country came under international criticism for criminalizing the disclosure of information concerning the country’s banking sector.
Organized Crime

Investigation Highlights

Secret Operations: The Peruvian Charged with Laundering Massive Amounts of Drug Money

OCCRP and partners unraveled the network of a Peruvian who led a massive global money laundering empire with connections in Latin America, Europe, and North America. Police say his gang’s drugs, sent with logos depicting ancient Peruvian symbols, reached Italy’s ‘Ndrangheta and other criminal groups, while corrupted money-exchange houses around the world were used to launder profits.

Riviera Maya Gang

An update to our Riviera Maya Gang investigation, which revealed the operations of a Romanian ATM-skimming criminal group thought to have stolen more than a billion dollars from unsuspecting tourists across Latin America:

As the seemingly endless legal case of one alleged key lieutenant drags on, we investigated the gang’s operations in the infamous “Triple Frontier,” the poorly policed border area between Argentina, Brazil, and Paraguay known for corruption and smuggling. Reporters also tracked down multiple properties in Brazil that his family members and other alleged proxies for the gang allegedly bought with the proceeds of their scams.
Investigation Highlights

Environmental & Wildlife Crime

How Endangered Brazilian Timber Ends Up in the US
Partnering with Brazilian magazine piauí, a series of stories showed how illicit activity that is damaging the Amazon leads to products that slip unnoticed into international supply chains. This investigation showed how endangered timber from the Amazon rainforest — where deforestation is at a 15-year high — ended up in the U.S.

How Illegal Land Grabs in Brazil’s Amazon Feed the Global Beef Industry
Despite a slew of zero-deforestation pledges by Brazil’s meat industry, cattle ranching remains the main driver of deforestation in the Amazon. In this investigation, reporters showed how cattle from illegally acquired farmland made its way into the supply chain of Europe’s largest meat processor.

'Astronomical Money': How Smugglers Made Tens of Millions Moving Rare Birds Around the World
A smuggler from a multi-million-dollar wildlife trafficking ring shared the details of how their operation smuggled some of the world’s most-threatened birds across the globe. Fake permits, bribes to border police and officials, lax law enforcement, and diplomatic planes were involved. Many of the birds died en route from their rainforest homes, crammed into cages or boxes for the journey to the traffickers’ basement processing facility. Those that survived being shipped often did not last long.

Inside South Africa’s Brutal Lion Bone Trade
We partnered with National Geographic to investigate South Africa’s lion bone trade — which provided cover for criminal syndicates smuggling lion bones to Asia as part of the multibillion-dollar illegal wildlife trade industry.
Investigation Highlights

First Investigations in New Regions

After expanding into North America and the Asia-Pacific in 2021, we saw ground-breaking new investigations from those regions in 2022.


Our projects with U.S.-based partners included one with the Project on Government Oversight that showed how hundreds of members of the extremist group Oath Keepers worked for the U.S. government.

Inventing Anna: Ukrainian-Born Scammer Posed with Trump and Wandered Mar-a-Lago

Our series with the Pittsburgh Post-Gazette revealed how a grifter gained access to Donald Trump and top Republicans while she was being chased by Russian organized crime.

Korean Doomsday Sect Gets Rich in Fiji With Government Help

OCCRP’s growing Pacific team partnered with KCIJ-Newstapa to investigate the troubling Korean doomsday sect Grace Road Church and its government-supported dominance in Fiji.

Pacific Gambit: Inside the Chinese Communist Party and Triad Push into Palau

The tiny Pacific nation of Palau is a key hotspot in the growing rivalry between China and the West. This investigation showed how organized criminals from China — including a senior triad member known as “Broken Tooth” — appear to be operating with the knowledge of the Chinese state in its push to influence the country.

“The Pittsburgh Post-Gazette and the Organized Crime and Corruption Reporting Project have done incredible investigative work, tracking how this woman, a Ukrainian immigrant named Inna Yashchyshyn, allegedly pretended to be an heir to the famous Rothschild banking family, in order to sneak her way into Trump’s inner circle.”

Alex Wagner Alex Wagner Tonight, MSNBC
1. Honduras
Mr. Hispanopreneur: The Man Behind the Honduras’ $47-million Coronavirus Disaster
- The former head of a Honduran institution that was tasked with emergency procurement related to the COVID-19 pandemic was sentenced to nearly 11 years in prison for purchasing useless mobile hospitals at a highly inflated price.

2. Democratic Republic of the Congo
“I Will Take My Percentage”
- A special adviser to the Democratic Republic of the Congo’s President Felix Tshisekedi resigned after OCCRP’s investigation into an apparent sting operation, which showed him negotiating a corrupt mining deal.

Azerbaijani Laundromat
- The National Crime Agency seized $7.5 million from bank accounts linked to Azeri MP Javanshir Feyziyev.
- Azerbaijani lawmakers voted to remove Feyziyev from his post as head of the Working Group of Azerbaijani-UK Parliamentary Relations.

4. Georgia, Spain, Germany, Albania, Bulgaria, North Macedonia, Ukraine
Fraud Factory
- Spanish police arrested a key figure in a massive investment fraud network that defrauded victims around the world of billions of dollars. The arrest is part of a multi-year operation coordinated by Eurojust, Europe’s cross-border judicial cooperation agency, to take down the network of fake investment brands and call centers.
- In a coordinated series of raids across Europe, police shut down 15 of the call centers in Albania, Bulgaria, Georgia, North Macedonia, and Ukraine.
- Spain issued an arrest warrant for a former senior government official in Albania who owned the call center that allegedly defrauded victims around the world by steering them into fake investments.
- Georgian authorities arrested six suspected members of an organized criminal group that managed call center scammers.

5. Lebanon, Germany, Belgium, France, Switzerland, Luxembourg, Liechtenstein
Lebanon’s Offshore Governor
- Authorities in Germany, Belgium, and France froze assets worth $130 million in relation to an ongoing money laundering investigation into Lebanon’s Central Bank governor Riad Salame and his entourage.
- Salame was charged in Lebanon in absentia with illicit enrichment and money laundering.
- Authorities in Switzerland, Luxembourg and Liechtenstein launched money laundering or embezzlement probes tied to Salame.
We wouldn’t have found the money if it hadn’t been for OCCRP, Paul and Drew. And we wouldn’t have been able to defend the truth of the story if it hadn’t been for Drew in Washington.

Bill Browder discussing the Magnitsky case at the Aspen Ideas Festival

OCCRP Co-Founders Paul Radu and Drew Sullivan spoke at the Aspen Ideas Festival about “Dark Money and the Globalization of Corruption” with Bill Browder and NPR’s Mary Louise Kelly (upper right) and OCCRP stories were featured in a range of U.S.-based publications.

“We wouldn’t have found the money if it hadn’t been for OCCRP, Paul and Drew. And we wouldn’t have been able to defend the truth of the story if it hadn’t been for Drew in Washington.”

Bill Browder discussing the Magnitsky case at the Aspen Ideas Festival

You’ll Never Guess Where Oliver Stone Allegedly Got $5 Million to Make His Glowing Doc About Kazakhstan’s Ex-Authoritarian Ruler

Top Tshisekedi Adviser Resigns Amid Congo Corruption Scandal

FBI Investigating Woman Who Allegedly Faked Wealthy Heiress Persona, Mingled with Trump at Mar-a-Lago

The Department of Homeland Security Seems to Have a Radicalization Problem

Why go window-shopping on Madison Avenue when you can go Russian-asset browsing instead?

‘The Killing of a Journalist’ Director on Taking a Broader Look at Corruption

New Russian asset tracker details oligarchs’ mansions and yachts

Some people launder money. Other people launder cattle.
Global Anti-Corruption Consortium

Reveal + Respond = Results

The Global Anti-Corruption Consortium (GACC) accelerates the fight against corruption by combining hard-hitting investigative journalism with skillful civil society advocacy. GACC is led by OCCRP and Transparency International (TI).

Progress in 2022 toward core GACC objectives:

1. Uncover more corruption: published 50+ investigations involving 36+ reporting partners from outside the OCCRP network.

2. Support anti-corruption investigators around the world: trained hundreds of journalists on reporting and safety techniques; supported OCCRP Aleph and research tools that turbocharged investigative reporting worldwide.

3. Advocate for reform: reporting fed into TI global advocacy campaigns on beneficial ownership transparency, corruption’s professional enablers, countering Russian kleptocracy, and golden visas; 12 sub-grants issued for local advocacy in Africa, Latin America, Central Asia, and Europe.

4. Secure consequences: in response to investigative reporting, TI and its network made 70+ legal submissions to authorities in 12 countries and three international organizations, calling for sanctions, asset freezes, and other forms of accountability.

OCCRP welcomed Alexandra Gillies as its new director of the Global Anti-Corruption Consortium. Previously, Gillies led the anti-corruption work at the Natural Resource Governance Institute, conducting research and advocacy aimed at advancing transparency and fighting corruption in the oil, mining, and commodity trading sectors. She holds a PhD in international relations and is the author of the book *Crude Intentions: How Oil Corruption Contaminates the World* (OUP, 2020).

OCCRP publishes investigations

Journalists + advocates share information

Civil society advocacy and legal submissions

Real world results

Previous OCCRP reporting fed into GACC activity, contributing to the following results:

U.S. Department of Justice seized the Maryland mansion connected to former Gambian president Yahya Jammeh, with plans to sell the property and use the proceeds to benefit the people of Gambia.

U.K. National Crime Agency seized $7.5 million from British bank accounts linked to an Azeri politician tied to the Azerbaijani Laundromat.

Danske Bank, a subject of OCCRP reporting and GACC engagement, pleaded guilty to a bank fraud conspiracy change and will pay $2 billion in fines.

Golden passports became more difficult to obtain in Europe, with Bulgaria, Cyprus, and EU institutions taking action to end the abuse of these instruments.

The Financial Action Task Force took forward several TI recommendations on beneficial ownership transparency - backed up by OCCRP stories on the abuse of anonymous companies. Through GACC, civil society and journalists also coordinated an immediate response to the EU Court of Justice decision to remove public access to ownership registries.
Following the Money

Cutting Edge Tech, Research, and Data

The Tech Team and the Research and Data Team are the backbone of OCCRP’s investigations, managing massive amounts of complex data and finding obscure connections between companies, assets, and people.

Tech

The Tech Team held its first Aleph community meetup in Berlin for a robust discussion and feedback session. Topics included: feature analysis; the future of Aleph and new datasets; and setup and deployment of the Aleph platform so organizations can use it in-house. Community meetups will occur regularly in different locations.

OCCRP Aleph

The data tool that turbocharges investigations, journalists everywhere can apply for access:

- 18,000+ users on OCCRP Aleph investigative data platform
- 40+ organizations using their own version of Aleph, including the BBC, the Wall Street Journal, and the Intercept
- 3.5+billion entities
- 7 Aleph interface languages

“Throughout the course of our work since the Russian invasion, we’ve used Aleph frequently, including on this story about how Russian oligarchs hide their wealth through a secretive Isle of Man network. It’s been an incredibly valuable tool for us to track troves of documents of all sorts as we collaborate and probe things like Russian financial networks and the FTX crypto crash.”


Research and Data

The Research and Data Team operated fellowships in 2022 — the first for the data side — in which researchers and data journalists from our partner outlets embedded with our staff. Using our “training by doing” approach, these fellows worked on stories and acquired new research and data skills to take home, further strengthening our reporting ecosystem. Two fellows continued the work they started during the fellowship and published investigations.

OCCRP ID

Our research arm uses flight tracking tools, satellite imagery, and facial recognition software to help reporters follow people — and the money:

- 1,700+ requests fielded in 2022, a 70+% increase from 2021
- 10+ number of languages spoken by research team
- 3.5+ billion entities
- 7 Aleph interface languages

OCCRP Publishes Spanish Language “Follow the Money” Handbook

This first-of-its-kind manual contains tips and tricks on how to access records and information in 19 Latin American countries as well as the United States, Belize, and the British Virgin Islands — prime havens for stolen money from the region. It’s free and available to all.

“OCCRP ID is very valuable in countries like Venezuela, where information is not available or has been intentionally censored.”

name withheld
Our documentary “The Killing of a Journalist” premiered at Hot Docs in Toronto in May and hit the film festival circuit across North America and Europe, racking up awards and accolades.

Awards are nice but even more meaningful is that they represent a connection with the material. The truly heartbreaking story of the 2018 murders of our Slovak colleague Ján Kuciak and his fiancee Martina Kušnírová and the vast corruption and state capture that we showed in the film resonated with audiences.

Produced by Signe Byrge Sørensen from Final Cut for Real, the film received these honors.

**Dokufest International Documentary and Short Film Festival**
2022 Winner Truth Award

**Zurich Film Festival**
2022 Winner Special Mention - International Documentary Film

**Bergen International Film Festival**
2022 Winner Checkpoints Award - Best Human Rights Documentary

**Chicago International Film Festival**
2022 Nominee Gold Hugo - Best Documentary

**Hot Docs Canadian International Documentary Festival**
2022 Nominee Best International Documentary - Best Documentary

“One film made us reflect deeply upon the notion of freedom of speech and more so on the eminence and standing of speaking the truth to power...The award for the best film of the Truth Dox competition goes to a hard work, an unnerving experience and to the inspiring determination of those who relentlessly speak truth to power, The Killing of a Journalist by Matt Sarnecki.”

Jury statement Dokufest

Final Cut for Real Producer Signe Byrge Sørensen, Director Matt Sarnecki, Investigative Journalists Eva Kubaniova and Pavla Holcová, and Executive Producers Drew Sullivan and Paul Radu.
To confront the growing threat of lawsuits intended to intimidate and silence independent media around the world, OCCRP and its partners introduced Reporters Shield, a new membership program that defends investigative reporting from legal harassment, such as “strategic lawsuits against public participation,” or SLAPPs.

Developed with the Cyrus R. Vance Center for International Justice and insurance specialists, Reporters Shield helps members to avoid lawsuits by providing training, resources, and pre-publication review in high-risk circumstances. The program will identify qualified lawyers to respond to legal threats and coordinate and cover legal representation up to a pre-agreed limit in the event of a lawsuit.

USAID is contributing up to $9 million in seed funding for the program to support non-U.S. media. Private donor contributions fund the program to support U.S. media.

Reporters Shield will be available to media and other public interest reporting outlets in many countries by the summer of 2023.

“SLAPPs are filed to financially exhaust journalists and media. That’s why financial support is very important. Reporters Shield means journalists won’t have to worry if they will be able to pay lawyers, court costs, and other expenses.”

Bojana Jovanović, Deputy Editor in Chief, KRIK in Serbia
Corrupt Person of the Year Award

There's only one prize whose winners include sneering Russian oligarch and mercenary leader Yevgeny Prigozhin, foul-mouthed Filipino leader Rodrigo Duterte, and authoritarian Azerbaijani President Ilham Aliyev.

It’s OCCRP's “Corrupt Person of the Year” award, which since 2012 has singled out those who do the most to wreak havoc around the world through organized crime and corruption.

With this honor, OCCRP aims to promote accountability by shining a light on those judged to have done the most to bolster corruption and the political collusion that often accompanies it.

After a first round of nominations from journalists and members of the public, a group of judges with expertise in organized crime and corruption selects a winner and runners-up.

2022 Winner

Yevgeny Prigozhin

Wagner Group leader Yevgeny Prigozhin was OCCRP's 2022 Person of the Year. Since the very beginning of Russia's invasion of Ukraine, some of the Kremlin's fiercest battles have been fought by a lawless private army, its ranks swelled by convicted felons.

At its head is Yevgeny Prigozhin, a Russian oligarch and mercenary leader who this year has become perhaps the most conspicuous avatar of everything that is darkest about his motherland. In his fusion of crooked money and brutal violence, his sneering cynicism, and his impunity in the face of even Russian law, he embodies the malevolence of state-sponsored corruption in a way few can match.

“Prigozhin represents a new type of winner — not a national leader, but a corrupt individual capable of instigating terrorism and massive human rights violations in diverse conflicts around the world.”

Louise Shelley
Director of George Mason University’s Terrorism, Transnational Crime and Corruption Center and panel judge
Awards

Highlights

OCCRP received many prizes this year for the first time. Our journalists received major awards not just for their reporting, but also for their character and the breadth of their careers.

Central Europe Editor Pavla Holcová won the Allard Prize for International Integrity

Deputy Editor in Chief Miranda Patrucic won the International Journalist of the Year Award from One World Media

Balkans Editor Stevan Dojčinović received an Anti-Corruption Champion Award from the U.S. State Department

Russian Asset Tracker received the Gold Honor for Best in News and Media from the Shorty Impact Awards

Head of Design James O’Brien was recognized as a “creative visionary” from Editor & Publisher
Community

Accomplice Program

OCCRP Accomplices and donors large and small are the foundation of our organization. We wouldn’t be OCCRP without this support from our robust, passionate community.

We ran two campaigns this year: the first was about supporting our reporting. “Information is Power” refers to our investigations, which provide detailed, actionable evidence that advocates, policymakers, citizens, and law enforcement can use to create positive change.

The second campaign was about supporting our people. As the journalists in our network battled 41 SLAPPs — strategic lawsuits against public participation filed to threaten, intimidate, and financially burden journalists — we asked for help starting a legal defense fund to support them. Many people donated and we are profoundly grateful. “OCCRP SLAPPs Back” is an ongoing campaign, as the number of lawsuits keeps increasing.

“I appreciate your bringing sunshine to the corruption of trusted institutions.”

“Corruption destroys the lives of so many people in the world and you’re fighting that.”

“Your work is vital and I hugely appreciate the bravery, intelligence and humanity of all involved.”

“You shine a light on the issues that contribute to a more just, equitable and ultimately sustainable world.”

“The work OCCRP does to expose corruption and wrongdoing is extremely important.”

“OCCRP is the gold standard in high-impact nonprofit cross-border investigative and data journalism.”

New OCCRP Accomplices
The Dutch Postcode Lottery was founded in 1989 to support charities that work to create a more just and greener world. The lottery raises funds for its charity partners and draws attention to the work they are doing. The Postcode Lottery format is also used in the United Kingdom, Sweden, Germany and Norway. Together, the Postcode Lotteries are the third biggest private charity donor in the world.

OCCRP received a one million euro grant from the Dutch Postcode Lottery in July. This unrestricted funding supports OCCRP’s infrastructure and enabled us to open an office in Amsterdam, which is now our global headquarters. This move positions us to better serve the journalists in our global network, coordinate with our press freedom and anti-corruption partners, and advance our mission.

“Having a home base in a country that champions media freedom and transparency will allow us to greatly increase our impact. We’re very grateful to the Dutch Postcode Lottery for this meaningful investment in our work.”

Drew Sullivan
Publisher, OCCRP

Filip Anušić, account manager, Dutch Postcode Lottery, with OCCRP Co-Founder Paul Radu
Community

Our Supporters

The Bay and Paul Foundations
Dutch Postcode Lottery
European Instrument For Democracy And Human Rights
Ford Foundation
Fritt Ord Foundation
German Marshall Fund
Limelight Foundation
Luminate
Ministry for Europe and Foreign Affairs of France

Ministry of Foreign Affairs of Denmark
National Endowment For Democracy
Oak Foundation
Open Society Foundations
Rockefeller Brothers Fund
Sigrid Rausing Trust
Skoll Foundation
Slovak Agency For International Development Cooperation

The Swedish International Development Cooperation Agency

United Kingdom Foreign, Commonwealth & Development Office
U.S. Agency For International Development
U.S. Department Of State
Vereniging Veronica
Vital Strategies
Strategic Plan

As we wrap up the last year of our current strategic plan, our organization is thriving and is bigger and better than ever.

We finished strong and continued hitting targeted goals and benchmarks in our five key focus areas:

1. Strengthen our journalism, innovation and audience strategy
2. Expand and equip the global network
3. Bolster the foundation for growth
4. Maximize our fiscal strength
5. Invest in our people and culture

We look forward to 2023 when we’ll consult with our teams and stakeholders to define critical priorities and craft a new plan for our next stage of growth.

Highlights included:

- Expanding our Products Team and steadily increasing our staff in Africa, Latin America, the Middle East, and the Pacific.
- Setting up processes to regularly engage with our member centers on the relevance, use, and value of the services we provide to ensure custom support.
- Optimizing network communication and use of tech tools to enhance cross-regional reporting and drive more impact.

Board of Directors

Marina Gorbis
Executive Director
Institute for the Future

Sanita Jemberga
Director and Editor
Re:Baltica

Anders Alexanderson
Former executive vice president
Stockholm School of Economics in Riga (SSE Riga)
Founder
The Centre for Media Studies at SSE Riga

Sue Gardener
Founder and CEO
Tiny Ventures

Andrew Sullivan
Ex-Officio Director
OCCRP

David Boardman
Dean
Klein College of Media and Communication, Temple University

Paul Radu
Ex-Officio Director
OCCRP

Tifani Roberts
Network Correspondent
Univision Network
Financial Statements
### Combined Statements of Financial Position
as of December 31, 2022 and 2021

#### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
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<tr>
<td>Cash and cash equivalents</td>
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<td>$ 6,261,594</td>
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<tr>
<td>Advances receivable</td>
<td>297,127</td>
<td>522,345</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>5,397,422</td>
<td>6,299,905</td>
</tr>
<tr>
<td>Fixed assets, net of accumulated depreciation of $19,638 and $15,295 for 2022 and 2021, respectively</td>
<td>3,968</td>
<td>8,311</td>
</tr>
<tr>
<td>Right-of-use asset</td>
<td>241,790</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$ 12,192,154</strong></td>
<td><strong>$ 13,092,155</strong></td>
</tr>
</tbody>
</table>

#### Liabilities and net assets

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$ 400,070</td>
<td>$ 189,484</td>
</tr>
<tr>
<td>Refundable advances</td>
<td>402,996</td>
<td>387,817</td>
</tr>
<tr>
<td>Lease liability</td>
<td>241,790</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>1,044,856</strong></td>
<td><strong>577,301</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net assets</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Without donor restrictions</td>
<td>1,919,227</td>
<td>1,213,945</td>
</tr>
<tr>
<td>With donor restrictions</td>
<td>9,228,071</td>
<td>11,300,909</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>11,147,298</strong></td>
<td><strong>12,514,854</strong></td>
</tr>
</tbody>
</table>

**TOTAL ASSETS**                                                             **$ 12,192,154** | **$ 13,092,155**
Combined Statements of Activities and Changes in Net Assets
for the years ended December 31, 2022 and 2021

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Without donor restrictions</th>
<th>With donor restrictions</th>
<th>Total</th>
<th>Without donor restrictions</th>
<th>With donor restrictions</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and contributions:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. Government</td>
<td>$ 6,088,455</td>
<td>$ -</td>
<td>$ 6,088,455</td>
<td>$ 5,192,396</td>
<td>$ -</td>
<td>$ 5,192,396</td>
</tr>
<tr>
<td>Private foundations and other governments</td>
<td>323,450</td>
<td>6,578,456</td>
<td>6,901,906</td>
<td>-</td>
<td>9,215,816</td>
<td>9,215,816</td>
</tr>
<tr>
<td>Individuals</td>
<td>655,640</td>
<td>80,000</td>
<td>735,640</td>
<td>322,957</td>
<td>-</td>
<td>322,957</td>
</tr>
<tr>
<td>Consulting and other revenue</td>
<td>21,596</td>
<td>-</td>
<td>21,596</td>
<td>53,966</td>
<td>-</td>
<td>53,966</td>
</tr>
<tr>
<td>Net assets released from donor restrictions</td>
<td>8,198,597</td>
<td>(8,198,597)</td>
<td>-</td>
<td>5,408,487</td>
<td>(5,408,487)</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL REVENUE</td>
<td>15,287,738</td>
<td>(1,540,141)</td>
<td>13,747,597</td>
<td>10,977,806</td>
<td>3,807,329</td>
<td>14,785,135</td>
</tr>
</tbody>
</table>

| Expenses | | | | | | |
| Program Services | 13,299,436 | - | 13,299,436 | 9,445,904 | - | 9,445,904 |
| Management and General | 1,206,163 | - | 1,206,163 | 1,065,788 | - | 1,065,788 |
| TOTAL EXPENSES | 14,505,599 | - | 14,505,599 | 10,511,692 | - | 10,511,692 |
| Changes in net assets before other item | 782,139 | (1,540,141) | (758,002) | 466,114 | 3,807,329 | 4,273,443 |

Other item

| Currency (loss) gain | (76,857) | (532,697) | (609,554) | (613) | (334,094) | (334,725) |
| Changes in net assets | 705,282 | (2,072,838) | (1,367,556) | 465,483 | 3,473,235 | 3,938,718 |
| Net assets at beginning of year | 1,213,945 | 11,300,909 | 12,514,854 | 748,462 | 7,827,674 | 8,576,136 |
| NET ASSETS AT END OF YEAR | $ 1,919,227 | $ 9,228,071 | $ 11,147,298 | $ 1,213,945 | $ 11,300,909 | $ 12,514,854 |
## Combined Statements of Functional Expenses

for the years ended December 31, 2022 and 2021

<table>
<thead>
<tr>
<th></th>
<th>Program Services</th>
<th>Management and General</th>
<th>Total Expenses</th>
<th>Program Services</th>
<th>Management and General</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel costs</td>
<td>$7,529,747</td>
<td>$616,096</td>
<td>$8,145,843</td>
<td>$6,118,676</td>
<td>$566,759</td>
<td>$6,685,435</td>
</tr>
<tr>
<td>Contract services</td>
<td>584,120</td>
<td>127,976</td>
<td>712,096</td>
<td>448,123</td>
<td>50,500</td>
<td>498,623</td>
</tr>
<tr>
<td>Facilities and equipment</td>
<td>72,119</td>
<td>145,323</td>
<td>217,442</td>
<td>19,561</td>
<td>166,218</td>
<td>185,779</td>
</tr>
<tr>
<td>Travel and meetings</td>
<td>1,250,476</td>
<td>90,731</td>
<td>1,341,207</td>
<td>342,088</td>
<td>23,295</td>
<td>365,383</td>
</tr>
<tr>
<td>Operations</td>
<td>797,806</td>
<td>85,578</td>
<td>883,384</td>
<td>580,520</td>
<td>66,847</td>
<td>647,367</td>
</tr>
<tr>
<td>Insurance expense</td>
<td>300</td>
<td>140,459</td>
<td>140,759</td>
<td>554</td>
<td>192,169</td>
<td>192,723</td>
</tr>
<tr>
<td>Program expenses and subgrants</td>
<td>3,064,868</td>
<td>-</td>
<td>3,064,868</td>
<td>1,936,382</td>
<td>-</td>
<td>1,936,382</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$13,299,436</strong></td>
<td><strong>$1,206,163</strong></td>
<td><strong>$14,505,599</strong></td>
<td><strong>$9,445,904</strong></td>
<td><strong>$1,065,788</strong></td>
<td><strong>$10,511,692</strong></td>
</tr>
</tbody>
</table>
# Combined Statements of Cash Flows
for the years ended December 31, 2022 and 2021

## Cash flows from operating activities

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changes in net assets</td>
<td>$ (1,367,556)</td>
<td>$ 3,938,718</td>
</tr>
</tbody>
</table>

Adjustments to reconcile changes in net assets to net cash (used) provided by operating activities:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation</td>
<td>4,343</td>
<td>4,343</td>
</tr>
<tr>
<td>(Decrease) increase in:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advances receivable</td>
<td>225,218</td>
<td>(469,106)</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>902,483</td>
<td>(2,069,496)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>-</td>
<td>15,000</td>
</tr>
</tbody>
</table>

Increase (decrease) in:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>210,586</td>
<td>(106,903)</td>
</tr>
<tr>
<td>Refundable advances</td>
<td>15,179</td>
<td>189,199</td>
</tr>
</tbody>
</table>

### Net cash (used) provided by operating activities

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(9,747)</td>
<td>1,501,755</td>
</tr>
</tbody>
</table>

### Net (decrease) increase in cash and cash equivalents

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(9,747)</td>
<td>1,501,755</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash and cash equivalents at beginning of year</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6,261,594</td>
<td>4,759,839</td>
</tr>
</tbody>
</table>

### CASH AND CASH EQUIVALENTS AT END OF YEAR

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 6,251,847</td>
<td>$ 6,261,594</td>
</tr>
</tbody>
</table>

## Schedule of noncash financing transactions

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right-of-Use Asset</td>
<td>$ 241,790</td>
<td>-</td>
</tr>
<tr>
<td>Operating Lease Liability for Right-of-Use Asset</td>
<td>$ 241,790</td>
<td>-</td>
</tr>
</tbody>
</table>