2026 ENDEAVOR OUTLIERS RETREAT

May 14–17 | Comporta, Portugal

AGENDA

DAY 1: THURSDAY, MAY 14

11:00 am – 11:30 am	**Registration** | *Unicorn Factory* Address: Entrance 5, Av. Infante Dom Henrique 141, 1950-406 Lisboa, Portugal
11:30 am – 12:00 pm	**AI from Elsewhere** Nuno Sebastião (Feedzai) on what it takes to build a world-class AI company from Portugal — and how the lessons from fighting financial crime at scale apply to the AI moment every founder is now navigating.
12:00 pm – 12:30pm	**Scaling in the AI Era: Leadership Lessons with Javi Olivan** Javi Olivan, COO of Meta and Endeavor Global Board Member, shares insights on leading through major technology shifts, how AI is changing the rules of growth, and what it takes to build and operate at global scale today.
12:30 pm – 1:30 pm	**Networking Lunch**
1:30 pm – 3:00 pm	**Transport to Comporta**
3:00 pm – 4:15 pm	**Check-in & Settle-in** | *Sublime Sands Reception*
4:15pm – 4:30pm	**Welcome by Nasim Novin, Head of Outliers Program** | *Events Pavilion Amphitheater*
4:30pm – 5:10 pm	**The Journey Elsewhere** Shu Nyatta (Bicycle Capital) reflects on a life and career lived across borders — the bets, the pivots, and the lessons that shaped him.
5:10 pm– 5:30 pm	**Leading from Within** Bogdan Nesvit (Holywater) reflects on his journey from crisis to clarity, and how mindfulness and inner work became the foundation of his leadership — and his startup's survival.
5:30 pm – 6:00 pm	**Sustaining Peak Performance Through Pivotal Moments** Markus Bihler reflects on the pressures of leadership and what it takes to stay grounded, resilient, and effective over the long journey of building a company.
6:00 pm – 7:30 pm	**Peer Circle Icebreaker**
7:30 pm – 9:00 pm	**Jeffersonian Dinner** | *Events Pavilion* Join a small group dinner where your host—an Endeavor board member or founder — will guide a conversation on a topic they're passionate about.
9:00 pm – 11:00 pm	**Bonfire & Drinks**

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DAY 2: FRIDAY, MAY 15

7:00 am – 8:00 am	**Optional Morning Activities** • **Self-Guided Activities (Meet at Reception):** Padel, Tennis, Run Club • **Yoga & Meditation (Kids Club)**
7:30 am – 9:00 am	**Breakfast** | Beefbar
9:00 am – 10:00 am	**The War Room in My Basement: A Fireside Chat with Sam Dennigan** | *Events Pavilion* Endeavor Entrepreneur Sam Dennigan shares the story of scaling Strong Roots — and the private legal battle that tested his leadership, resilience, and sense of self long after the case was closed.
10:00 am – 11:30 am	**Peer Circles** Small group session to unpack a personal or strategic challenge with peers.
11:30 am – 12:00 pm	**Coffee Break**
12:00 pm – 1:30pm	**AI in Practice — Industry Breakouts** Through industry-specific breakouts, founders will discuss practical applications of AI and how it is being used across products, workflows, and operations.
1:30 pm – 2:30 pm	**Lunch** | Beefbar
2:30 pm – 3:30 pm	**Break**
3:30 pm – 6:30 pm	**Cruise on the Bay** | *Meet at Events Pavilion* Enjoy an afternoon exploring the scenic coastline of Praia de Tróia.
7:00 pm – 11:00 pm	**Dinner Hosted by Sam Dennigan (Private Residence)**

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DAY 3: SATURDAY, MAY 16

7:00 am – 8:00 am	**Optional Morning Activities** • **Self-Guided Activities (Meet at Reception):** Padel, Tennis, Run Club • **Yoga & Meditation (Kids Club)**
7:30 am – 9:00 am	**Breakfast** | *Beefbar*
9:00 am – 10:00 am	**Building, Letting Go, and What Comes After** | *Events Pavilion* A candid fireside with Hooi Ling Tan on scaling Grab into a defining company, navigating the decision to step away, and exploring what it means to redefine purpose in the chapter beyond.
10:00 am – 11:30 am	**Peer Circles** Small group session to unpack a personal or strategic challenge with peers
11:30 am – 12:00 pm	**Coffee Break**
12:00 pm – 1:30 pm	**Thematic Breakouts** Participants will choose ONE session from the following themes: **Leadership at Pivotal Moments** • Lessons From The Board Room • Building Your C-Suite and Human Teams in the Age of AI **Paths to Liquidity** • Secondaries & Partial Liquidity • Leading Through the IPO and Beyond • The Before, During, and After of Exit via M&A
1:30 pm – 2:30 pm	**Lunch** | *Beefbar*
2:30pm - 3:30 pm	**Break**
3:30 pm – 6:30 pm	**Choose your own adventure!** | *Meet at Events Pavilion* Excursions: Horseback Riding, Kayaking, Stand Up Paddle, Buggy Tour, Jeep Tour, Bike Riding
7:30 pm – 9:00 pm	**Dinner** | *Events Pavilion*
9:00 pm – 11:00 pm	**Bonfire & Drinks**

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DAY 4: SUNDAY, MAY 17

8:00 am – 9:00 am	**Breakfast & Check out of Rooms** | *Beefbar*
9:00 - 9:40am	**Leading through Change** | *Beefbar* Serial founder and JumpCloud CEO Rajat Bhargava reflects on building and leading through periods of rapid change — sharing lessons on adapting to major technology shifts, navigating uncertainty, and evolving a company as the world around it changes.
9:40am - 10:15 am	**Reflections & Close-out**
10:30 am – 12:00 pm	**Transport back to Lisbon**