

# FORMER SENIOR U.S. DIPLOMAT NATHALIE SCHARF JOINS ARMSTRONG TEASDALE AS COUNSEL

National law firm Armstrong Teasdale is pleased to announce the addition of Counsel [Nathalie C. Scharf](#), a distinguished former senior diplomat, to the firm's International practice. She brings over two decades of international trade experience including 13 years with the U.S. Department of Commerce. As a veteran Foreign Service Officer, she provides a rare blend of legal and business experience to advise clients navigating the complex intersection of cross-border commerce, foreign investment, and international market expansion.

"Nathalie's transition from the diplomatic corps to our corporate team adds a powerful strategic asset for our clients and her arrival further elevates our firm's comprehensive international trade capabilities," said Partner Jennifer Schwesig, leader of the firm's International practice. "Her first-hand experience managing complex international trade environments will provide businesses with invaluable, actionable insights as they scale and conduct business globally."

A senior Foreign Service Officer for Commercial Affairs with the Department of Commerce from 2013 to 2026, Scharf helps clients navigate complex regulatory environments, engage effectively with government stakeholders, and identify strategic opportunities in global markets. Her experience includes foreign direct investment, international market entry, government advocacy, trade promotion, export-related regulatory matters, and advising on U.S. commercial interests and market access issues in support of trade agreement negotiations. She has managed portfolios involving billions of dollars in cross-border commercial activity and worked extensively with government officials and business leaders worldwide.

Prior to joining Armstrong Teasdale, Scharf was Deputy Minister Counselor for Commercial Affairs at the U.S. Embassy in India, where she helped oversee the U.S. Commercial Service's operations across seven offices and supported trade, investment, and strategic commercial engagement between the United States and India. She supervised a team of more than 60 professionals and managed a portfolio that included more than \$99 billion in active U.S. commercial advocacy matters and over \$2 billion of announced Indian Foreign Direct

## PEOPLE

Nathalie C. Scharf

## SERVICES AND INDUSTRIES

Corporate

International



Armstrong  
Teasdale

Investment projects in 2026.

Scharf is based in the firm's St. Louis office.