



NATHALIE C. SCHARF

COUNSEL

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Nathalie Scharf is an international trade, regulatory affairs, and government relations veteran with more than two decades of experience advising companies on cross-border business, foreign investment, market access, regulatory compliance, and international expansion. Drawing on a distinguished career as a senior diplomat and executive with the U.S. Department of Commerce, she helps clients navigate complex regulatory environments, engage effectively with government stakeholders, and identify strategic opportunities in global markets.

A senior Foreign Service Officer for Commercial Affairs with the Department of Commerce from 2013 to 2026, Nathalie's 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.

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BACKGROUND

Prior to joining Armstrong Teasdale, Nathalie 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 Investment projects in 2026.

During her diplomatic career, Nathalie held leadership positions throughout Asia, Africa, Oceania, and North America, including assignments in India, Morocco, Australia, New Zealand, Mexico, and the United States. She advised companies on international expansion strategies, regulatory issues, government engagement, market-entry planning, and foreign direct investment opportunities across a wide range of industries.

EDUCATION

- Tulane University School of Law (M.C.L.)
- Washburn University School of Law (J.D.)

SERVICES AND INDUSTRIES

Commercial

International

Agribusiness and Food

Consumer Products and Services

Education

Energy and Utilities

Financial Services and Banking

Health Care and Life Sciences

Manufacturing and Innovation

Real Estate, Development, Construction

Sports, Media and Entertainment

Technology

ADMISSIONS

New York

- California State University, Northridge (B.A.)
 - Political Science

LANGUAGES

- French (bilingual)
- Spanish