

# The ETF as a Portfolio Instrument

ETFs are increasingly used for strategic exposure, tactical allocation, active management and portfolio construction.

## Executive perspective

The useful question is not simply passive versus active; it is whether the vehicle delivers the intended exposure efficiently.

## What we are watching

Assess liquidity, costs, tracking behaviour, concentration and the instrument's role in the portfolio.

## Portfolio lens

Portfolio implication: treat the ETF as an implementation decision, not an automatic substitute for security selection.

## Research references

- J.P. Morgan Asset Management — UCITS ETFs mid-year 2026

<https://am.jpmorgan.com/gb/en/asset-management/adv/insights/etf-insights/ucits-etfs-mid-year-2026-update/>

- J.P. Morgan Asset Management — U.S. ETF Midyear Report 2026

<https://am.jpmorgan.com/us/en/asset-management/adv/insights/etf-insights/us-etf-midyear-report/>

- BlackRock — Fall 2026 Investment Directions

<https://www.blackrock.com/us/financial-professionals/insights/inside-the-market/investment-directions>

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