

# Kebangkitan dari Krisis, 1998

## Rising from the Crisis, 1998

Malaysia menjadi antara negara terawal mencatat pemulihan. Seperti yang dijelaskan oleh Dr Zeti, 'Ini merupakan detik penuh bermakna bagi Bank kerana dapat menangani situasi yang mencabar dengan jayanya'.

Pada 7 September 1998, perdana menteri melantik Tan Sri Ali Abul Hassan sebagai gabenor dan Dr Zeti sebagai timbalannya. Tan Sri Ali Abul Hassan memegang jawatan tersebut sehingga 30 April 2000 dan telah menerajui Bank Negara Malaysia dalam tempoh selepas krisis kewangan.

*Malaysia became among the first countries to put itself back on the path of recovery. As Dr Zeti explains, 'It was a defining moment for the Bank, and the Bank rose to the challenge.'*

*On 7 September 1998, the prime minister appointed Tan Sri Ali Abul Hassan as governor and Dr Zeti as deputy governor. Tan Sri Ali Abul Hassan remained governor until 30 April 2000 and oversaw the Bank through the immediate aftermath of the crisis.*



## Lessons From the Financial Crisis

by management. Companies with low capital were able to obtain excessive financing which was beyond their debt-servicing capacity.

Another major weakness of the banking system is in the area of asset and liability management. During the good times, some banking institutions adopt aggressive loan growth without giving due consideration to their liability profile. Long term asset was funded by short-term interbank borrowings, which were cheaper and easily available. This reliance on interbank borrowing to fund long term assets, which was particularly prevalent among finance companies, create large maturity mismatches between banking institutions' assets and liabilities. When the liquidity turns tight and the interest rates move higher, these institutions suffer from negative margin. Whenever aggressive loan expansion is recklessly pursued without due concern to source of funding, there arises the moral hazard situation, given the government's guarantee for the public deposits.

An important lesson learnt during the crisis is the danger of over leveraging on the part of bank's shareholders. In the pursuit to pump in more capital into banking institutions, many

shareholders resorted to heavy borrowing. The need to service the borrowing by shareholders had exerted pressure on the banking institutions' management to generate the requisite returns. This had led to the banking institutions adopting aggressive loan growth strategy, which compromised their credit risk standards and eventually led to poor asset quality.

Given the extent and nature of the crisis, our biggest challenge was to minimise the adverse consequence of the financial turmoil so as to preserve overall stability and confidence in the domestic economy, particularly the banking system. Hence, our policies were mainly directed towards restoring macroeconomic stability, ensuring external balance, maintaining a sound banking system, and ultimately bringing back investor and consumer confidence.

by: AZAH

Artikel mengenai pengajaran dari krisis kewangan oleh Gabenor Ali Abul, 1999.  
Article on the lessons from the financial crisis by Governor Ali Abul, 1999

# Jerayawara Antarabangsa, 1999

## International Roadshow, 1999



Pada bulan Mei 1999, wakil Kementerian Kewangan dan Bank Negara Malaysia, termasuk Menteri Kewangan, Tun Daim Zainuddin dan Timbalan Gabenor Dr Zeti Akhtar Aziz telah ke Amerika Syarikat untuk berkongsi pengalaman Malaysia seiring terbitan Bon Global Malaysia bernilai USD1 bilion. Sentimen pasaran pada masa itu adalah negatif akibat krisis kewangan dan juga penguatkuasaan kawalan pertukaran asing. Tugas perwakilan adalah untuk memberikan penerangan mengenai kekukuhan asas ekonomi Malaysia dan keberkesanan langkah-langkah yang diambil untuk menguruskan krisis kewangan dalam usaha mengembalikan kestabilan dan pertumbuhan.

*In May 1999, representatives from the Ministry of Finance and Bank Negara Malaysia, including Minister of Finance Tun Daim Zainuddin and Deputy Governor Dr Zeti Akhtar Aziz, flew to the United States to tell the Malaysian story in conjunction with the issuance of a USD1 billion Malaysian Global Bond. Market sentiment in the aftermath of the crisis and the imposition of exchange controls was negative, and the task was to explain the underlying strength of the Malaysian economy and the effectiveness of the measures taken to manage the crisis to restore stability and growth.*