

Congress of the United States
House of Representatives
Washington, D.C. 20515

February 27, 2004

Mr. David J. Lesar
President, Chairman, and CEO
Halliburton
5 Houston Center
1401 McKinney, Suite 2400
Houston, TX 77010

Dear Mr. Lesar:

We are writing to request a copy of Halliburton's 18-page "Tiger Team" report, which reportedly describes major deficiencies in the company's accounting and control systems. The existence of the report was disclosed by the *Wall Street Journal*.¹

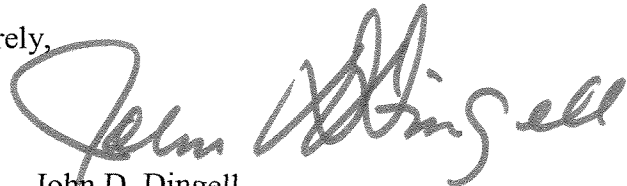
According to the *Wall Street Journal*, a team of more than 80 Halliburton managers and auditors has been investigating claims that Halliburton has overcharged the government for work in Iraq and has produced an internal report finding Halliburton's cost controls to be "antiquated" and "weak." The *Journal* characterizes the report as "a frank admission that [Halliburton's] critics are voicing valid concerns about the possibility of overcharges under the company's massive contract to supply U.S. troops." The memo reportedly challenges Halliburton's repeated claims that it has a "rigorous system of internal controls" for its Iraq contracts.

This report is relevant to our oversight activities regarding Halliburton's reconstruction work in Iraq. We therefore respectfully request a copy of the report and ask that it be provided to us by Friday, March 5, 2004.

Sincerely,



Henry A. Waxman
Ranking Minority Member
Committee on Government Reform



John D. Dingell
Ranking Minority Member
Committee on Energy and Commerce

¹ *Halliburton Unit Faults Its Cost Controls in Iraq*, Wall Street Journal (Feb. 27, 2004).