

## Statement From Applebee's® President Mike Archer Regarding the Affordable Care Act (ACA)

Applebee's and the independent business owners who franchise our company's restaurants throughout the U.S. recognize that affordable health care is a critically important issue facing our country. Because final regulations and guidance are still pending from government agencies regarding the Affordable Care Act (ACA), exactly how our franchisees will implement the law when it takes effect in 2014 is still uncertain. However, we do know that our franchisees will comply fully with the law and take every measure possible to continue doing right by their employees -- the lifeblood of their businesses. Applebee's franchisees have always led their companies as responsible, caring employers, and implementation of the new law will be consistent with that commitment.

Recent public comments by one Applebee's franchisee about the possible implications of the ACA on jobs within his individual company were not the views or opinions of either Applebee's or other franchisees, although we respect his right to speak freely as an American. Importantly, it is also worth noting that this franchisee has opened two restaurants and created 400 jobs within the past month. Applebee's and our franchisees remain committed to growing our business and providing opportunities for employees in the future.

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### About Applebee's

Applebee's ([www.applebees.com](http://www.applebees.com)) is the world's largest casual dining chain, with approximately 2,000 locations in 49 states, 15 countries and one U.S. territory. Based in Kansas City, Mo., Applebee's takes pride in providing a welcoming, neighborhood environment where everyone can enjoy the dining experience. Applebee's Neighborhood Grill & Bar® is a DineEquity, Inc. (NYSE: DIN) brand, and is franchised and operated by Applebee's Services, Inc. and its affiliates.

Dan Smith Applebee's w: 913-890-0370 c: 913-948-1641 [dan.smith@applebees.com](mailto:dan.smith@applebees.com)

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