JOIN DQOA

YOUR MEMBERSHIP MATTERS

Membership Benefits

INDEPENDENT INFORMATION and insights about issues affecting your franchise that is not provided by your franchisor. Keep up with the ever changing developments in your business.

ACCESS AND INVOLVEMENT with fellow franchisees through the DQOA Member Facebook Group and in-person conventions. Exchange ideas with fellow operators, learn from their experiences and share yours.

MEMBER ONLY WEBSITE ACCESS to resources such as monthly mix pricing, webinars and Staying Connected conference call recordings.

FAC MEETING UPDATES from DQOA's independent Franchisee representative via Staying Connected conference calls and DQOA Wire email communications.

COMPETITION. Your support ensures the ability of the DQOC to continue to source alternative DQ approved products that meet or exceed DQ specifications, keeping competition healthy. *Even if you do not have a DQOC distributor in your area, you still benefit from the mere existence of supply chain competition.*

DIVIDENDS on Crown Select purchases through the DQOC network of endorsed distributors as well as service providers such as Pepsi gallons, business insurance, cleaning program, equipment and parts.

MIX REBATE PROGRAM for selected areas including: Dairy-Mix (FL), Gordon Food Service (MI, IN), Sysco Atlanta, Maola Milk & Ice Cream Co. (NC, SC) and Performance Foodservice (AZ).

NEW MEMBER INCENTIVE see page 7 for details.

Membership Options

REGULAR MEMBER

\$300 per store per year

Provides you with member only website access, FAC meeting updates, Bottom Line newsletters, DQOA Wire emails, Staying Connected conference calls and other various forms of information sharing, including the DQOA Member Facebook group. All of your DQOC endorsed product and service purchases are eligible to earn a dividend (participating products and services are noted on the DQOC Products page). All of your stores must join in order to qualify for dividends per Bylaws. Membership year is January 1 - December 31. Dividends are based on membership year purchases and are calculated and dispersed by the following April.

PLATINUM MEMBER

\$450 per store per year

This is a premium membership that includes all of the benefits of the Regular Member option, plus additional benefits including one hour of legal services* from Scott Korzenowski, Jeff Haff or Mark Dady of the Dady & Gardner law firm in Minneapolis, complimentary Bottom Line ad (up to 6 lines) and Special Convention Pricing.

'DQOA Platinum Members must contact the DQOA office for authorization prior to contacting Dady & Gardner. A code will be issued. Legal services valid during membership year only – January to December. Unused services cannot be carried forward. Requests for service must be Dairy Queen specific and limited on a per store basis. Any fees accrued beyond one hour are the responsibility of the franchisee. First hour billed to DQOA. Additional terms of payment to be determined by Dady & Gardner.

Information Only Option

SUBSCRIBER** - \$75 per year

Provides you with premium website access, Bottom Line newsletters, DQOA Wires, Staying Connected Calls, access to the DQOA Member Facebook group and other various forms of information sharing. Subscriptions are valid January 1 - December 31. Subscribers may upgrade to become a Regular Member for an additional \$225 or Platinum Member for \$375 no later than September 1st of the same year.

A Subscriber is not a member of the DQOA/DQOC.

What is the DQOA?

The Dairy Queen Operators' Association was established by Dairy Queen franchisees to support and to be a resource for fellow operators. Our goal is to provide timely information, to examine issues and provide input to operators, watch over franchise interests and help to protect equity in your Dairy Queen store, encourage development and promote a successful DQ system.

Your association works as your advocate and is committed to constructively negotiating necessary changes with DQ that will ensure a healthy and growing DQ system and sound future for all DQ franchisees.

Members of the Association formed and support the Dairy Queen Operators' Cooperative, which provides competitively priced ADQ approved products and services that create savings to your stores' bottom line. This success model has enabled franchisees throughout the DQ system to enjoy decreased margins and more profitability in their stores. Purchasing DQOC endorsed products from a DQOC distributor not only saves you money but makes the availability of competition in the market place. This is priceless for all DQ owners. DQOA members especially benefit because DQOC product purchasers enjoy an annual dividend. If you are not currently purchasing, check out the availability of products and distributors in your area, as well as other service providers.

What is the DQOC?

The Dairy Queen Operators' Cooperative (DQOC) is a for profit company. The DQOC is a membership cooperative. Membership is achieved by paying dues annually to become a member of the DQOA. The membership basis is the calendar year.

Patronage dividends are created from earnings from DQOC manufacturers for sales, marketing or volumetric allowances. These are paid to the DQOC monthly or quarterly as the case may be. All proceeds are pooled by product, i.e. "toppings", and manufacturer, i.e. "Lyons-Magnus". An administrative charge to the pools will be assessed by our Directors against all pools for operating expenses. The remainder is paid to each participating "member" based upon their individual store dollar purchases against that product pool.

DQOA/DQOC History

1971 International Federation of Store Owners Association (IFSOA) was founded by franchisees.

1980 Association changed name to Dairy Queen Operators' Association.

1980-1991 Franchisees worked on many issues with ADQ that caused beneficial results for the Dairy Queen franchisees. Most notable were changes to franchise agreements upon sale or transfer that had significant favorable impact to the DQ franchisee.

1991 DQOA Board of Directors concerned with the common issue of rising cost of goods and reduced DQ franchisee profitability determined that there were cost of goods savings to be realized. The Board was committed to forming a Dairy Queen Operators' Cooperative (DQOC) so that operators would have an alternative source of products that were ADQ approved and/or met ADQ specifications. The DQOC was formed and the Crown Select logo was established to identify (DQOC) products.

1992 The DQOA franchise members, board of directors and staff are committed to work for the benefit of the franchisees.

1994 Collins Litigation - A group of franchisees in Georgia filed a class action litigation to protect their contractual rights to purchase products, goods and services from alternative sources of supply. The litigation was filed because ADQ would not provide the standards and specifications for products to alternate suppliers at the request of the franchisees.

2000 Collins Settlement Agreement - The Collins Settlement reaffirmed the franchisees' rights to purchase approved products from alternative sources. The Dairy Queen Operators' Cooperative is recognized as the sourcing agent working on behalf of the franchisees.

2003 DQOA insists on receiving timely and accurate product specifications.

2005 DQOA addresses ADQ's use of sole source language in new Grill & Chill agreements.

2006 DQOA challenges ADQ's A and B Distributor Purchasing Programs.

2006 Illinois Litigation – addressed issues surrounding Grill & Chill Conversion, Store Transfer Requirements, Hot Shot, Credit Cards, Hot Dogs and Cakes.

2008 Michigan Litigation dealt with Forced Modernization.

2010 DQOA representative begins attending all FAC meetings.

2011 DQOA negotiates favorable franchisee terms to the Manager Development Program with ADQ.

2013 ADQ and DQOA settle issue of ADQ's inappropriate Flexing of advertising contributions.

2013 DQOA begins movement to assist ADQ in addressing menu management to deal with the increasing and complicated menu.

2017 DQOA conducts reviews of Franchise Agreement, advocates for franchisee-friendly changes.

2019 DQOA reaches settlement in cone dispute.

2021 DQOA challenges ADQ's position on transfers.

2024 DQOA conducts review of System Standards and Operations Manual.

The following products are endorsed by the DQOC and are either ADQ approved or meet/exceed ADQ standards/specifications.

Treat Products

CAKE CIRCLES and PADS (WAXED)

Southern Champion Tray Pads: 17x13¾, Circles: 10" & 12"

CAKE DOME COMBOS

WNA., Inc. 11"& 13"

CANDIES

Tarrier Foods

Heath, Reese's PB Cups, M&M, Butterfinger, Snickers, Toasted Coconut, Reese's Pieces

CONES

BoDeans Cone Co.

Small #30, Medium #60, Large #80

COOKIE DOUGH PIECES

Rhino Foods

Chocolate Chip Cookie Dough

MALTED MILK POWDER

Custom Blending Solutions

NAPKINS

Kimberly Clark

6½x12" & 12x13"

NUTS

Hillson Nut Company & Tarrier Foods

Pecan Pieces, Chopped Peanuts, Spanish Peanuts

STRAWS

Best Diamond Plastics

8 ¼" Clear Plastic, Paper Wrapped

TOPPINGS

Lyons-Magnus

RTU Chocolate, Hot Chocolate Fudge, Cold Fudge, Caramel Fudge, Marshmallow, Crème de Menthe, Vanilla

Titan Frozen Fruit

Frozen Strawberry Topping

WHIPPED TOPPING

Alamance Foods, Inc.

Non Dairy Whipped Topping

You have a choice! Make it Crown Select



Food Products

BREAD

Klosterman Baking Co.

Texas Toast

CONDIMENTS

Kaiser Pickles, LLC

Crinkle Cut Dill Slices

Red Gold, LLC

6/#10 Cans, 1/3 gal, 1000/9gr Portion Packets

FILTERS

Gycor

Shortening Filters

FRENCH FRY

Cavendish Farms

French Fries

FRYING OIL

Stratas Foods

Frying Oil

GRAVY

Shawnee Milling Co.

Peppered Gravy Mix

HAMBURGER PATTIES

Schenk Packing Co., Inc.

6:1 Seasoned Patty

ONION RINGS

Fry Foods

Breaded Onion Rings

PAPER BAGS

AJM Packaging Corp

4#, 8#, 12#

PAPER PACKAGING

Southern Champion Tray

Small French Fry Tub, Large French Fry Tub, Take-Out Box, Regular Hot Dog Clamshell, #300 Food Tray, 4 Cup Carrier

Did You Know?

The DQOC estimates that it has saved the DQ system over \$700,000,000 on items distributed through the Co-op. Visit www.dqoa-dqoc.com to read the System Savings examples!

Other

CHEMICAL CLEANING PRODUCTS Cintas Corp.

CINTAS FACILITIES RENTAL PROGRAM

CINTAS PROFESSIONAL SERVICES

DQOC BUSINESS INSURANCE Higginbotham Insurance Agency

EQUIPMENT

International Restaurant Distributor

FIRE PROTECTION PROGRAM Cintas Corp.

FIRST AID & SAFETY PROGRAM Cintas Corp.

FLOOR CLEANING SYSTEM Kaivac Inc.

FRAUD FIGHTER UVeritech Inc.

PARTS/SUPPLIES
Tundra Restaurant Supply

PAYROLL SOFTWARE Gusto, Inc.

PEPSICO

Carbonated Beverages

PEST CONTROL Orkin LLC

THERMAL PAPER
Direct Paper Supply

Non Dividend Vendors

CAKES & NOVELTIES

Wells Enterprises, Inc.

DAIRY QUEEN MIX SUPPLIERS

- · Dairy Mix
- · Maola Milk
- · Sarah Farms
- United Dairy

GREAT LAKES MARKETING GROUP

SUNBELT FRANCHISE SALES & RESALES

TAX CREDIT SERVICES

Maximus

TRAVEL

Carrousel Travel

DQOC Distributors and Service Areas

Purchase DQOC Endorsed Products From These Distributors

DQOA Members Earn Dividends

BROWN FOOD SERVICE, INC.

Tommy Layne (606) 638-1139 ext. 315 tlayne@brownfoodservice.com Southern and Central WV, Western VA, Southern OH, Eastern KY

GORDON FOOD SERVICE

Rob Dekock (616) 717-4625 rob.dekock@gfs.com

BRIGHTON:

Eastern MI, Northeast IN

GRAND RAPIDS:

Western MI, Northwest IN

PLANT CITY:

Central, Southwest, Northeast FL

SPRINGFIELD:

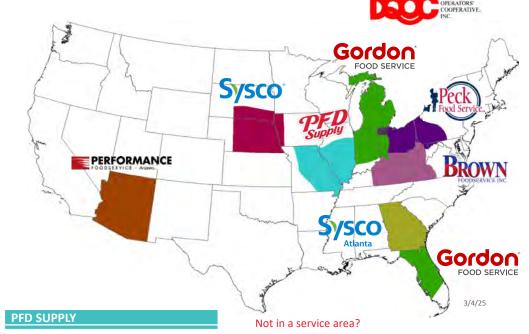
Central IN, Western OH

PECK FOOD SERVICE, INC.

Mark Rosatti (800) 732-7325 rosattipeck@yahoo.com OH, Western PA, Western WV

PERFORMANCE FOODSERVICE

Jamie Reeths (480) 705-3000 jamie.reeths@pfgc.com AZ



Joe Hartmann (636) 875-5936 jhartmann@pfdsupply.com MO, Southern and Central IL

SYSCO ATLANTA

Shannon Ebersold (413) 364-2091 shannon.ebersold@sysco.com GA With enough franchisee support, a DQOC distributor could be possible in your area. Please contact the office at (952) 556-5511 if you have a recommendation.

SYSCO LINCOLN

Aaron Roux (402) 853-0635 aaron.roux@sysco.com IA (Hwy 71 & West), Southeastern SD, NE

Frequently Asked Questions

Q: Why should I join?

A: More members = stronger collective voice. Your support ensures that the DQOA remains an effective advocate and that DQOC is able to continue sourcing alternative products and services, negotiating better pricing, resulting in healthy competition in the supply chain. Without competition, you would be paying higher prices and even if you don't have a DQOC distributor, you still benefit because competition exists in the system. Cost of Goods before competition was introduced to the supply chain (in the early 1990's), was over 40% and has been reduced and maintained to approximately 30% today.

Q: How do I join?

A: Complete the enclosed application/W-9 form or complete the form online at dqoa-dqoc.com. Pay the membership dues by September 1 by mailing a check to Membership Desk, 1719 Lake Dr. W., Chanhassen, MN 55317 or make an online payment at dqoa-dqoc.com. Membership dues are per store, per year (based on the calendar year and are retroactive to January 1).

Q: Will IDQ know we are a member?

A: DQOA does not provide membership information to IDQ.

Q: How is DQOA/DQOC affiliated with Dairy Queen?

A: We support the interests of Dairy Queen Franchisees. We are not a division of American Dairy Queen.

Q: How do I earn dividends?

A: Pay dues for all of your stores and purchase Crown Select/DQOC products at DQOC endorsed distributors and/or the other DQOC endorsed programs. Purchases are reported to DQOC by the distributors and service providers which are then calculated by the DQOC office. Dividends are issued April in for the previous calendar year purchases.

Q: What is the DQOC Mix Rebate Program?

A: Paid member stores will earn \$.05 per gallon on Dairy Queen mix purchased from Dairy Mix (Florida), Gordon Food Service (Michigan and Indiana), Sysco Atlanta (Georgia), Maola Milk (North & South Carolina), and \$.03 per gallon from Performance Foosdservice (Arizona). Purchases are reported to DQOC by the mix distributors which are then calculated by the DQOC office. Mix rebates are issued in February for the previous calendar year purchases.

MORE QUESTIONS ABOUT DQOA & DQOC?

VISIT DQOA-DQOC.COM OR CALL US AT (952) 556-5511



DQOA MEMBERSHIP APPLICATION PHONE (952) 556-5511 Fax (952) 556-5522 www.dqoa-dqoc.com

SEND TO:DQOA Membership Desk
1719 Lake Drive West
Chanhassen, MN 55317

Date:	New Membership: Ye	es / INO				# 200/ / /	
Membership Year:	Total Number of Store	es you own:		* Regular Membership Dues - \$300/store/year * Platinum Membership Dues - \$450/store/year			
Referral:	Member N		OA memberships renew annually January 1st ership Dues are non refundable				
	Contac	t Information -	(Please Print)				
Name (Franchisee)				Cell*	()	
Company Name				Home	()	
Mailing Address				Work	()	
City		State	Zip	Fax	()	
Email Address							
Communication Prefer	rence: Electronic / Print					h pertinent, time	
Fed. ID# COMPLETE	W-9 ON BACK	sensitive ii	nformation? `	Yes / No (yo	ou may op	t out at any time)	
		Store Informati	on				
If you own more tha	n one store, all of your stores m	ust be members t	y September 1	st to participate	e in patr	onage dividends.	
#1 IDQ#	Store Type _		S	Store Phone ()		
Street Address					DMA# _		
City			State _		Zip _		
#2 IDQ#	Store Type _		S	Store Phone ()		
Street Address					DMA#		
#3 IDQ#	Store Type _		S	Store Phone ()		
Street Address					DMA# _		
City			State _		Zip _		
	Please list ac	dditional stores on a	separate sheet.				
Franchisee Signature	9			Date			
Total Due:	Payment Type: Check Cr	edit Card E	xp. Date	CVV	Billir	ng Zip Code	
Card Account#	Print r	ame on card		Cardholde	r's Signa	ture	

IDQ#			
IDQT			

Form W-9
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to www.irs.gov/FormW9 for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

	1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the own entity's name on line 2.)	er's name o	on line 1	, and	enter th	o Duo	ines	s/disi	egarded		
	2 Business name/disregarded entity name, if different from above.										
Print or type. See Specific Instructions on page 3.	3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. Individual/sole proprietor C corporation S corporation Partnership Trust/estate LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.					Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)					
Pri Specific II	Other (see instructions) 3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions					(Applies to accounts maintained outside the United States.)					
See	5 Address (number, street, and apt, or suite no.). See instructions.	quester's	name ar	d add	dress (or	otiona	al)				
	6 City, state, and ZIP code										
-											
Part	7 List account number(s) here (optional) Taxpayer Identification Number (TIN)										
Part		Soc	cial secu	ırity r	number						
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If you need full W-9 instructions or additional forms, you may contact our office at (952) 556-5511 or you can visit www.irs.gov.

Please note, IRS regulations require us to have a current, matching W-9 form on file for all companies or individuals receiving dividend and/or mix rebate checks.



2025 NEW MEMBER* INCENTIVE

One of the many benefits offered through the DQOA is the management of an effective purchasing cooperative, which enables Franchisees to purchase approved DQ products from an alternative source.

In 1991 members of the DQOA formed a buying cooperative (DQOC) to create competition within the DQ supply chain and reduce costs of goods. At the time, ADQ was the sole source of supply of approved products and distribution. This resulted in inflated margins on ADQ products and franchisees were realizing continued significant increases in cost of goods. Throughout the last 30+ years, DQOC has been successful in introducing products and programs at significantly lower prices, forcing ADQ to become more competitive with its supply chain. The result has meant a reduction in cost of goods from over 40% in the early 1990's to approximately 30% today. Competition amongst suppliers and distributors has proven to be a tremendous advantage for Franchisee profitability.

With the support of the DQOC supplier and distributor partners, DQOA has developed a new member purchasing incentive designed to showcase the benefits of having an alternative source of product and distribution available to Dairy Queen Franchisees. For a limited time, new DQOA members will receive a bundle of select DQOC products from your DQOC distributor, free of charge. See program details.

In order for the DQOC to remain effective, DQ franchisees must continue to support the effort. Please take advantage of the offer and give the products a chance. DQOA/DQOC is confident you will be more than satisfied with the quality of the products and services.

Dairy Queen Franchisees all have a common purpose, to operate a successful DQ business and make money. This truly is a great opportunity for new DQOA members and we strongly encourage you to take advantage!

Questions? Call Us at (952) 556-5511

HOW IT WORKS

- O Join DQOA by September 1, 2025
- O Choose Free DQOC Product¹ or Alternative Offer²
- Complete the redemption form and any required steps as outlined below

*New Member - A Dairy Queen owner of one or more stores that was not a full or partial paid member for the 2023 or 2024 membership years, and has paid 2025 dues in full by 9/1/2025. If you received any product or monetary incentive upon becoming a member of the DQOA for any prior year, you are not eligible.

*Free Product - If you are in a participating DQOC distributor service area, you will receive a pre-determined list of products based on Store Type (Treat-Straight DQ, Treat Center, DQ/OJ, Non System Foods, Limited Brazier; Food-Brazier, Grill & Chill). Product will be free of charge. No substitutions will be allowed.

DQOA will arrange to get you in contact with your DQOC distributor partner to take advantage of the free bundle of DQOC approved products. If you do not already have an account with the distributor, one must be set up prior to product delivery. Minimum order and delivery fee may apply. You are not obligated to continue purchasing.

If you joined at the full membership rate, you will receive product valued at \$300. If you joined at the limited time promotional rate, you will receive product valued at \$150.

- ²Alternative Offer To earn the Alternative Offer, <u>one</u> of the following qualifying events of your choice must be completed <u>after your join date*</u>:
 - 1) Have an insurance policy written by Higginbotham Insurance Services;
 - 2) Make a minimum \$50 purchase at International Restaurant Distributors, Direct Paper Supply or Tundra Restaurant Supply;
 - 3) Accept a delivery from Cintas; or
 - 4) Be a Pepsi pouring store (*join date requirement does not apply).

Proof of qualifying event must be sent directly to the DQOC office. Once received, a check will be issued to the member on record as follows: if you joined at the full membership rate, you will receive a check for \$300. If you joined at the limited time promotional rate, you will receive a check for \$150. Please allow 30 days.

Additional details - You are advised that per the Bylaws of the DQOA/DQOC, all stores owned must pay membership dues by 9/1/2025 in order to participate in the DQOC dividend program. Limit one New Member Incentive per eligible New Member store. New Member Incentive ends September 1, 2025.

Complete the 2025 Redemption Form

Name		Store#	Date	
Store Address		F	ree Product:	
City/State/Zip		Alter	native Offer:	
Phone#	Fmail			





1719 Lake Drive West Chanhassen, MN 55317

We know you're BUSY

DQOA membership is

WORTH YOUR TIME

Don't miss the new member incentives

OPEN NOW!

