

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: Gordon Food Service (FL, IN, MI), 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

~~\$150~~ until 2/28/26
~~\$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

~~\$300~~ until 2/28/26
~~\$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.

If you're a new member, you can enjoy your first year free when participating in the New Member Incentive Program (see page 7 for details). You must first pay dues at the discounted or regular rate.

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: 17x13 $\frac{3}{4}$, Circles: 10" & 12"

CAKE DOME COMBOS

WNA., Inc.

11" & 13"

CANDIES

Terrier Foods

Heath, Reese's PB Cups, M&M, Butterfinger, Snickers

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

Bunzl

12x13"

NUTS

Hillson Nut Company &

Terrier Foods

Pecan Pieces, Chopped Peanuts, Spanish Peanuts

STRAWS

Best Diamond Plastics

8 $\frac{1}{4}$ " 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

DQOA MEMBERS EARN DIVIDENDS

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

FRENCH FRY

Cavendish Farms

French Fries

FRYING OIL

Stratas Foods

Frying Oil

GRAVY

Custom Blending Solutions

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

Other

CHEMICAL CLEANING PRODUCTS

Cintas Corp.

CINTAS FACILITIES RENTAL PROGRAM

CINTAS PROFESSIONAL SERVICES

DQOC BUSINESS INSURANCE

Higginbotham Insurance Agency

EQUIPMENT

International Restaurant Distributor

FILTERS

Gycor

Shortening Filters

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 • Sarah Farms
• Maola Milk • United Dairy

GREAT LAKES MARKETING GROUP

SUNBELT FRANCHISE SALES & RESALES

TAX CREDIT SERVICES

Maximus

TRAVEL

Carousel Travel

You have a choice! Make it *Crown Select*®

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!

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

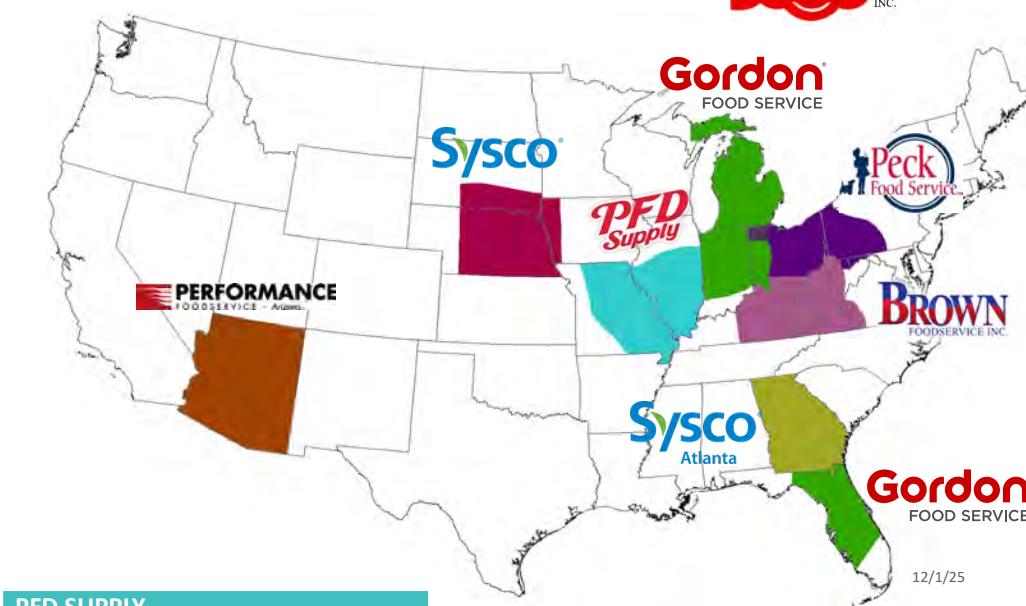
SPRINGFIELD:
Central IN, Western OH

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



PFD SUPPLY

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

Not in a service area?

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

Tim Malm (402) 290-2927
tim.malm@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 1 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 Gordon Food Service (Florida, Michigan and Indiana), Sysco Atlanta (Georgia), Maola Milk (North & South Carolina), and \$.03 per gallon from Performance Foodservice (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**



DAIRY QUEEN®
OPERATORS'
ASSOCIATION,
INC.

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: Yes / No

Membership Year: _____ Total Number of Stores you own: _____

Referral: _____
 Referring Member Name _____ Member Number _____

- * Regular Membership Dues - \$300/store/year
- * Platinum Membership Dues - \$450/store/year
- * All DQOA memberships renew annually January 1st
- * Membership Dues are non refundable

Contact Information - (Please Print)

Name (Franchisee) _____ Cell* (_____) _____

Company Name _____ Home (_____) _____

Mailing Address _____ Work (_____) _____

City _____ State _____ Zip _____ Fax (_____) _____

Email Address _____

Communication Preference: Electronic / Print

*Would you like to receive text messages with pertinent, time sensitive information? Yes / No (you may opt out at any time)

Fed. ID# **COMPLETE W-9 ON BACK**

Store Information

If you own more than one store, all of your stores must be members by September 1st to participate in patronage dividends.

#1 IDQ# _____ Store Type _____ Store Phone (_____) _____

Street Address _____ DMA# _____

City _____ State _____ Zip _____

#2 IDQ# _____ Store Type _____ Store Phone (_____) _____

Street Address _____ DMA# _____

City _____ State _____ Zip _____

#3 IDQ# _____ Store Type _____ Store Phone (_____) _____

Street Address _____ DMA# _____

City _____ State _____ Zip _____

Please list additional stores on a separate sheet.

Franchisee Signature _____ Date _____

Total Due: _____ Payment Type: Check _____ Credit Card _____ Exp. Date _____ CVV _____ Billing Zip Code _____

Card Account# _____

Print name on card
DO NOT EMAIL CREDIT CARD INFORMATION

Cardholder's Signature _____

IDQ# _____

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.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. <i>See Specific Instructions on page 3.</i>	1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)					
	2 Business name/disregarded entity name, if different from above.					
	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.					
	<input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate					
	<input type="checkbox"/> 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.					
	<input type="checkbox"/> 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	<input type="checkbox"/>				
5 Address (number, street, and apt. or suite no.). See instructions.	Requester's name and address (optional)					
6 City, state, and ZIP code						
7 List account number(s) here (optional)						

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number							
<input type="text"/>	<input type="text"/>	-	<input type="text"/>	-	<input type="text"/>	<input type="text"/>	<input type="text"/>
or							
Employer identification number							
<input type="text"/>	-	<input type="text"/>					

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person	Date
------------------	--------------------------	------

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.

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

- **Join DQOA by September 1, 2026**
- **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 2024 or 2025 membership years, and has paid 2026 dues in full by 9/1/2026. If you received any product or monetary incentive upon becoming a member of the DQOA for any prior year, you are not eligible.

¹Free 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, one of the following qualifying events of your choice must be completed after your join date*:

- 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; 4) Use Gusto Payroll software; or 5) 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 9/1/2026 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, 2026.

Complete the 2026 Redemption Form

Name _____ Store# _____ Date _____
 Store Address _____ Free Product: _____
 City/State/Zip _____ Alternative Offer: _____
 Phone# _____ Email _____



Scan here to
complete online

Mail - 1719 Lake Drive West, Chanhassen, MN 55317
 Email - membership@dqa-dqoc.com | Fax - (952) 556-5522
 Online - www.dqa-dqoc.com

For over a half century DQOA has been providing information, resources and membership services to Dairy Queen Franchisees. In order for the DQOA to be an effective advocate for DQ franchisees, the association must continue to grow. Hundreds of new Franchisees have entered the DQ business in recent years, each of them with a common purpose, to be successful Dairy Queen Franchisees. They need to hear why DQOA is important to their business and we believe the most effective way to reach them is through you!

Become an ambassador for the DQOA. You have witnessed the benefits of membership firsthand. We are asking members to reach out to DQ franchisees in your area that are not currently DQOA members and share your DQOA/DQOC experience. Explain why you became a member, what the association and cooperative have meant to you along with the reasons you remain a member today. Start a discussion, educate your fellow franchisees, become a resource for them, build trust, generate enthusiasm and lead these potential members to the DQOA. For every new member you sign up, DQOA will reward you with \$300², PLUS A FREE PLATINUM UPGRADE³!

Members, please make a commitment to refer and sign up one DQ franchisee in the DQOA this year. Together we can double the DQOA membership in 2026. The greater the number of members, the stronger your collective voice becomes!

Questions? Call Us at (952) 556-5511

Complete the Referral Form

Your Information

Name _____

Member# _____ Store# _____

Apply my free Platinum upgrade to:

My Store# _____ or New Referred Member

HOW IT WORKS

- ◎ Pay your 2026 dues
- ◎ Get a New Member¹ to join for 2026
- ◎ Complete the short form
- ◎ Receive one referral check²
- ◎ Plus get One Free Platinum Upgrade³

¹**New Member** - A Dairy Queen owner of one or more stores that was not a full or partial paid member for the 2024 or 2025 membership years and has paid membership dues by September 1, 2026.

Referring Member - Current member that has paid 2026 dues by Sept. 1, 2026.

²**Referral Incentive** - One referral check issued to the Referring Member for each New Member referral (regardless of the number of stores owned by the New Member), not to exceed the amount of Regular membership dues paid. Referral incentive will only be issued to the Referring Member name and address on record. Allow 30 days for the check to be issued, once the New Member has joined and verification has been completed.

Referring Member must complete Referral Form and send to the DQOA office, and will be verified with the New Member's application form.

If you have received a referral check previously for a particular member, you cannot receive another for referring the same member. Referring Members may not refer their own store(s). Only one Referring Member can receive the referral incentive for a particular New Member.

³**Platinum Upgrade** - Platinum upgrade will be applied to one store. If you own more than one store, you may choose which one to apply it to, or you may gift it to the same New Member you referred. If you already paid for Platinum membership for 2026, you have the option to apply the free upgrade to 2027 or you may gift it to the same New Member you referred for 2026.

Legal services are only valid January to December of the membership year in which the free upgrade was applied. Unused services cannot be carried over to a subsequent membership year. Platinum Members must contact the DQOA office for authorization prior to contacting Dady & Gardner. Requests for service must be DQ 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.

Additional Details - Referring Members may earn multiple referral checks for additional New Members referred, but will only receive one Platinum upgrade regardless of the number of New Members referred. 2026 referral offer ends December 31, 2026.

Scan QR code to complete online



New Member Information

Name _____

City _____ State _____

Store#(s) _____



1719 Lake Drive West
Chanhassen, MN 55317

**GET YOUR FIRST
YEAR OF DQOA
MEMBERSHIP FREE!***

[See details inside](#)



NEW MEMBER* LIMITED TIME OFFER

Join the Dairy Queen Operators' Association now through February 28, 2026 and New Members* will get half off 2026 Regular membership dues, PLUS qualify for an additional new member incentive (details inside).



Scan the QR code to join today

You must use this link, call us with a credit card, or mail a check to ensure you receive the discount.

**Dairy Queen Operators' Association
Dairy Queen Operators' Cooperative
1719 Lake Dr. W., Chanhassen, MN 55317
(952) 556-5511 | (952) 556-5522 fax | www.dqoa-dqoc.com**

**Restrictions apply.
See details below.**

*New Member- A Dairy Queen owner of one or more stores that was not a full or partial paid member for the 2024 or 2025 membership years, and has paid 2026 dues by February 28, 2026. If you previously received a discounted dues rate to join DQOA for any prior year, you are not eligible.

Promo ends February 28, 2026. Applications and payments must be received or postmarked by February 28, 2026.

Qualifying new member stores that join by February 28, 2026 will pay dues of \$150 per store for Regular membership or \$300 per store for Platinum membership, for the January 1 to December 31, 2026 membership year only. Any store that joins after February 28, 2026 will be at the rate of \$300 for Regular membership or \$450 for Platinum membership.

New Members are advised that per the Bylaws of the DQOA/DQOC, all stores owned must pay membership dues by September 1, 2026 in order to participate in the DQOC dividend program.