

## Website Posting for Certain Questions Submitted Online as part of 2025 Annual Meeting of Stockholders

In connection with Baxter International Inc.'s 2025 Annual Meeting of Stockholders on May 6, 2025 (the "2025 Annual Meeting"), the company received questions on various topics from company stockholders.

As set forth in the related Proxy Statement, submitted questions related to meeting matters that were not otherwise answered during the 2025 Annual Meeting and the related answers will be available at <https://investor.baxter.com> through Wednesday, May 14, 2025.

Please note that the questions set forth below were submitted by company stockholders and do not represent the view of the company.

### Board and Corporate Matters

**Question #1:** Can you please provide additional color about the compensation paid to Joe Almeida in connection with his departure?

**Answer #1:**

- Earlier this year, we announced Joe Almeida's departure after almost 10 years of impressive service helping to oversee Baxter's ongoing transformation, which most recently included the completion of the sale of our Kidney Care business.
- In connection with his separation, Mr. Almeida was paid the equivalent of what he would have received had he been terminated without cause under his offer letter.
- The separation payments are comparable to those received by long-tenured executives and are within Baxter's usual severance and retirement programs.

**Question #2:** Why is Joe Almeida retiring? What factors influenced this decision?

**Answer #2:**

- With the sale of Kidney Care behind us, the key elements of Baxter's broad strategic transformation announced in January 2023 are now complete.
- Joe and the Board determined that this was the right time for a new CEO to lead the company into our next chapter.
- Joe is retiring after more than nine years as Baxter's CEO, during which time he led the company through a period of significant evolution and portfolio repositioning.

**Question #3:** The calculation of the CEO Compensation Actually Paid total in the Pay Versus Performance Table for the past several years can dramatically differ from the CEO Total Compensation amount in the Summary Compensation Table. Does the Compensation Committee use the Compensation Actually Paid total compensation figure in setting the CEO target total compensation award amount for the upcoming year?

**Answer #3:**

- The Compensation and Human Capital Committee uses market data and peer benchmarks to set the target total compensation for the CEO every year. The actual pay is used as a reference point, but the target pay is determined based on market data for the role.