

**Charter of the Compensation and Human Capital Committee
Board of Directors
Baxter International Inc.**

Statement of Purpose

The Compensation and Human Capital Committee (the “Committee”) shall discharge the responsibilities of the Board of Directors (the “Board”) of Baxter International Inc. (“Baxter” or the “Company”) relating to employee benefit, compensation and equity-based plans of the Company’s Key Executives and overseeing the development, implementation and effectiveness of the Company’s policies and strategies relating to its human capital management function. As used throughout this Charter, the term Key Executives includes the Company’s “executive officers” as defined by Rule 3b-7 under the Securities Exchange Act of 1934, as amended (the “Exchange Act”), any other corporate officer of the Company (as formally appointed by the Board) and any other senior executive as determined by the Committee from time to time.

Organization and Meetings

The Committee shall consist of three or more members of the Board, all of whom shall satisfy the independence requirements of the New York Stock Exchange (the “NYSE”) and the Company’s Corporate Governance Guidelines. All Committee members shall also meet the definitions of “non-employee director” under Rule 16b-3 of the Exchange Act. The independent members of the Board shall appoint the members and chairperson of the Committee. The members shall serve until their successors are appointed and qualified. The independent members of the Board shall have the power at any time to change the membership of the Committee and to fill vacancies in it, subject to new member(s) satisfying the above requirements. The Committee shall report its actions and recommendations to the Board at the next meeting of the Board following each Committee meeting.

The Committee shall have the authority to meet in executive session without any management personnel present and may form and delegate authority to subcommittees when appropriate.

Responsibilities and Authority

The Committee shall have the following authority and responsibilities:

1. Review and approve the Company’s executive compensation philosophy, strategy and principles; and at least annually, assess the Company’s risk relating to its compensation policies and practices.
2. Develop market-comparable total compensation that enables the Company to attract and retain talented executives and to reward outstanding performance that aligns to enhancing long-term stockholder value. Accordingly, the Committee will determine which companies (“peer group of companies”) to use for the purpose of market compensation. In determining actual compensation levels, the Committee must consider all elements of the compensation program in total rather than any one element alone, as well as individual performance and other relevant factors.
3. Make recommendations for consideration by the independent members of the Board, in executive session, concerning the compensation (including, but not limited to, base salary, cash bonuses, long-term incentives, and perquisites) of the Chief Executive Officer. All such compensation recommendations shall reflect communication and coordination with the Nominating, Corporate Governance and Public Policy Committee regarding the annual performance evaluation of the Chief Executive Officer. In determining the long-term incentive component of compensation of the Chief Executive Officer, the Committee should consider, among other things, the Company’s

performance and relative stockholder return, the value of similar incentive awards at comparable companies and the awards given to the Company's Chief Executive Officer in the past years. The Chief Executive Officer may not be present during the deliberations regarding his or her compensation.

4. Review and approve the compensation (including, but not limited to, base salary, cash bonuses, long-term incentives, and perquisites) of the Company's Key Executives, other than the Chief Executive Officer, and advise the Board of such determination. The Committee shall take into account the Chief Executive Officer's recommendation and evaluation of each individual's performance, the Company's overall performance and comparable compensation paid to similarly-situated executives in comparable companies.
5. Advise the Board and the Chief Executive Officer on other compensation and benefit matters.
6. Review and approve any employment agreements, severance arrangements, retirement arrangements, change in control agreements/provisions under which a Key Executive participates, and any special or supplemental benefits or perquisites for the Chief Executive Officer or other Key Executives.
7. Make recommendations to the independent members of the Board with respect to incentive compensation plans and equity-based plans (including the performance criteria of such plans) and exercise the authority of the Board concerning benefit plans, including those plans which are limited in their application to the Chief Executive Officer and the Company's Key Executives.
8. Evaluate annually and make recommendations to the Board concerning the compensation of the Company's independent directors for Board and committee service.
9. Serve as the administration committee of the Company's stock option and other equity-based plans and exercise the authority of the Board to issue all equity-based grants to non-employee directors, Key Executives, employees, consultants or advisors, including the terms and conditions of such awards.
10. Review and discuss with management the Compensation Discussion and Analysis ("CD&A"), and based on that review and discussion, recommend to the Board that the CD&A be included in the Company's annual proxy statement or annual report on Form 10-K pursuant to rules of the Securities and Exchange Commission (the "SEC").
11. Prepare the report of the Committee required to be included in the Company's annual proxy statement or annual report pursuant to rules of the SEC.
12. Oversee the Company's: (i) submissions to stockholders on executive compensation matters, including advisory votes on executive compensation and the frequency of such votes, and review the results thereof, and (ii) engagement with stockholders and advisory firms on executive compensation matters in concert with the Nominating, Corporate Governance and Public Policy Committee. To the extent the Committee determines it appropriate to do so, take such results into consideration in connection with the review and approval of Key Executive compensation.
13. Review the Company's compensation policies and practices and assess whether such policies and practices are reasonably likely to have a material adverse effect on the Company and support the strategies and objectives of the Company.
14. Have sole and direct responsibility for the appointment, compensation and oversight of the work of any compensation, legal or other advisor retained by the Committee, the expense of which shall be borne by the Company.

15. If necessary, institute special investigations into matters within the Committee's purview and, if appropriate, hire special counsel or experts to assist in such investigations as needed, the costs thereof to be borne by the Company.
16. Conduct, as and to the extent required by the rules of the NYSE, an independence assessment with respect to any compensation, legal or other advisor that provides advice to the Committee. Any such independence assessment shall take into consideration all factors relevant to the advisor's independence from management, including each of the enumerated factors identified in the rules of the NYSE (as may be amended from time to time).
17. Establish and monitor the Company's stock ownership guidelines for Key Executives and directors and periodically assess compliance with such guidelines.
18. Establish, approve and oversee the application of the Company's recoupment policies for the Company officers and oversee the Company's compliance with SEC rules and stock exchange listing requirements regarding the policies.
19. Receive and review periodic reports from the Company's Administrative Committee, which is comprised of management and is the sole ERISA named fiduciary for all benefit plans and is solely responsible for the management and administration of such benefit plans maintained for the benefit of employees of the Company and its subsidiaries. The Committee shall have no ERISA fiduciary responsibility as a result of its review of or recommendation respecting such benefit plans.
20. Oversee the succession planning process and plans for certain key management positions, other than the Chief Executive Officer, including oversight of the evaluation of the executive management team. For the avoidance of doubt, the full Board shall have oversight of succession planning for the Chief Executive Officer.
21. Review on an annual basis the Company's strategies and programs for development of leaders, including considerations of management engagement, and for maintaining a talent pipeline for executive roles, and progress and outcomes under these strategies and programs.
22. Review and discuss with management the Company's human capital management practices and programs (including those related to inclusive culture initiatives), objectives and progress.
23. As appropriate, secure advice and assistance from independent legal or other advisers, with or without prior Board approval, as it deems necessary to carry out its duties. The Company shall provide appropriate funding, as determined by the Committee, for payment of compensation to any independent legal or other advisers retained by the Committee and for ordinary administrative expenses of the Committee that are necessary or appropriate in carrying out its duties. The Committee shall have sole authority to retain and terminate such counsel or other advisers.
24. Conduct an annual performance evaluation of the Committee and review the adequacy of this Charter at least annually and recommend any proposed changes to the Board for approval.
25. Perform such other duties and authority as shall be assigned or granted to it from time to time by the independent members of the Board.

Delegation and Appointments

Any subcommittee formed by the Committee shall be consistent with applicable law and NYSE listing standards.

Any actions taken by a subcommittee will be reported to the full Committee at its next meeting.

To the extent permitted by applicable law, the listing requirements of the NYSE and the provisions of a given equity-based plan, the Committee may delegate authority to the Chief Executive Officer or Chief Human Resources Officer of the Company to grant equity-based awards to employees of the Company who are not non-employee directors or Key Executives.

The Committee may also delegate the Chair of the Committee to approve management appointments to serve on the Company's Administrative Committee.

Revised and approved by the Board of Directors of Baxter International Inc. on May 6, 2025.