$$\begin{pmatrix} 1 & -2 & 1 & 2 \\ 2 & 3 & -2 & 3 \\ 4 & -1 & 3 & -1 \\ 3 & 2 & -4 & 5 \end{pmatrix} \begin{array}{l} \overset{|\cdot(-2)}{\longleftarrow}_+ \quad \overset{|\cdot(-4)}{\longleftarrow}_+ \quad \overset{|\cdot(-3)}{\longleftarrow}_+ \end{array} \tag{9.16}$$

$$\begin{pmatrix} 1 & -2 & 1 & 2 \\ 0 & 7 & -4 & -1 \\ 0 & 7 & -1 & -9 \\ 0 & 8 & -7 & -1 \end{pmatrix} \begin{array}{l} \overset{|\cdot(-1)}{\longleftarrow}_+ \quad \overset{|\cdot(-\frac{8}{7})}{\longleftarrow}_+ \end{array} \tag{9.17}$$