

$$\begin{array}{|c|} \hline 1 \\ \hline 2 \\ \hline 3 \\ \hline \end{array} x - 1 \rightarrow \begin{array}{|c|} \hline 1 \\ \hline 2 \\ \hline 3 \\ \hline \end{array} x - \begin{array}{|c|} \hline 1 \\ \hline 1 \\ \hline 1 \\ \hline \end{array} \rightarrow \begin{array}{|c|} \hline 1 - 1 \\ \hline 2 - 1 \\ \hline 3 - 1 \\ \hline \end{array} x - 1$$