

$$R = \begin{array}{c} r \\ \left\{ \begin{array}{c|cccc} 1 & b_{1,r+1} & b_{1,r+2} & \cdots & b_{1n} \\ & \vdots & \vdots & \ddots & \vdots \\ & & & & 1 \\ \hline O & b_{r,r+1} & b_{r,r+2} & \cdots & b_{rn} \\ & O & O & \cdots & O \end{array} \right. \\ m-r \end{array}.$$